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United Nations Assistance Mission for Iraq

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for the United Nations Assistance Mission for Iraq for the period from 1 January to 31 December 2017, totalling $117,432,000 (net of staff assessment).

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I. Background and overview of the Mission and its future role

1. In its resolution 1483 (2003), the Security Council requested the Secretary-General to appoint a Special Representative for Iraq to assist the country in its political transition and in meeting its humanitarian, reconstruction and development needs. Subsequently, by its resolution 1500 (2003), the Security Council established the United Nations Assistance Mission for Iraq (UNAMI) to support the Special Representative in the fulfilment of his mandate. The mandate of UNAMI was updated and expanded by the Council by its resolutions 1770 (2007) and 2107 (2013), and renewed by its resolutions 1830 (2008), 1883 (2009), 1936 (2010), 2001 (2011), 2061 (2012), 2110 (2013), 2169 (2014) and 2233 (2015). In 2016, the Security Council adopted its resolution 2299 (2016), in which it renewed the mandate of UNAMI for the period from 1 August 2016 to 31 July 2017.

2. The current mandate of UNAMI encompasses, at the request of the Government of Iraq, a number of key areas, including providing advice, support and assistance to the Government and the people of Iraq in advancing inclusive political dialogue and national reconciliation; providing assistance in the electoral process; facilitating regional dialogue between Iraq and its neighbours; promoting the protection of human rights and judicial and legal reform; and promoting coordination and enhancing delivery in the humanitarian and development areas.

3. Iraq continues to face significant political, humanitarian, human rights, and security challenges. Despite the significant gains made by the Government of Iraq through the efforts of the Iraqi Security Forces, the Kurdistan region of Iraq's Peshmerga, the Popular Mobilization Forces (PMF) and tribal fighters in retaking areas from the Islamic State of Iraq and the Levant (ISIL) throughout the second half of 2015 and 2016, there has been a concomitant deepening of intercommunal tensions and violence, as well as an increase in the frequency and intensity of terrorist attacks. In the face of growing military pressure, extremist and terrorist groups have increasingly resorted to asymmetric and terrorist tactics that directly target civilians and civilian infrastructure with the aims of undermining the public's faith in the capacity of the Government to provide security and of exacerbating ethno-sectarian divisions.

4. Moreover, since late 2015, growing differences between the main political actors in Baghdad have escalated. As at early June 2016, the Prime Minister's reform initiatives, first announced in August 2015, remained stalled and the Council of Representatives was rendered largely ineffective by infighting and disagreements between the main political factions. Ongoing insecurity, the lack of governmental reform, corruption, critical gaps in public services, the perceived lack of accountability and diminished access to justice manifested in widespread discontent from members of the public against the political classes and led to large-scale public demonstrations in many areas of the country, particularly in Baghdad. In April and May 2016, some of these public demonstrations escalated to the point in which demonstrators entered the Green Zone and stormed the Council of Representatives, where a number of parliamentarians were attacked as a result of widespread frustration at the perceived lack of progress in delivering reforms.

5. Similarly, ongoing differences between the Government of Iraq and the Kurdistan regional government, notably on oil exports and revenue-sharing, hampered economic and social development in key sectors, including reconstruction and rehabilitation and the provision of essential humanitarian assistance to almost 3.3 million internally displaced persons.

6. More than 10 million people across Iraq, nearly one third of the country's population, required some form of humanitarian assistance in 2015, including more than 3 million internally displaced persons. This level of humanitarian assistance is expected to continue through 2016. Nearly half of all the displaced were children. The number of people at extreme risk doubled in less than 12 months, making the Iraq crisis one of the most rapidly unfolding situations in the world. More than 3 million people remained trapped under ISIL control; access to these populations, and to people in areas near the front line, remained highly constrained throughout 2015 and the first half of 2016. By the end of 2015, the crisis had spread to the host communities. Poverty rates doubled in the Kurdistan region of Iraq and the social protection floor of the Government of Iraq contracted sharply owing to plummeting oil prices and a steep decline in public revenue.

7. The human rights situation and respect for the rule of law significantly deteriorated throughout the period from 2014 to 2016, primarily as a result of terrorism and armed conflict. These acts continued to inflict untold suffering on Iraqi civilians through deaths, injuries, ethnic cleansing, abductions, physical and sexual violence, destruction and damage to livelihoods and property, destruction of sites of religious and cultural significance, and other systematic and widespread human rights violations, mostly perpetrated by ISIL, which continued to target any group or individual perceived not to be supportive or compliant with its ideology or rule. Particularly affected were members of Iraq's diverse ethnic and religious communities, women and girls, sexual minorities, and people associated (or perceived to be associated) with the Government. Other areas of Iraq not directly affected by the armed violence continued to suffer from the activities of armed groups that perpetrated targeted killings and kidnappings, and committed other acts of violence and intimidation. Violence and armed conflict continued to have a corrosive effect on other rights, in particular the rights of women and girls, diverse ethnic and religious communities and persons with disabilities, and the right to freedom of expression.

8. The conflict with ISIL and the group's particularly serious atrocities against women and girls — which include instances of sexual violence, slavery, forced impregnation and sterilization and human trafficking, among others — has further highlighted the need for an urgent refocusing on the state of women's and girls' rights and well-being, including by paying closer attention to the needs of survivors of conflict-related sexual violence. To date, there have been three key strategies on women's empowerment and gender equality that have been adopted by the Government of Iraq. The State Ministry of Women's Affairs was responsible for overseeing the implementation, and monitoring and reporting on these initiatives, namely, the national action plan for the implementation of Security Council resolution 1325 (2000), 2014-2018; the national strategy on the advancement of women, 2014-2018; and the national strategy to eliminate violence against women, 2014-2017. Regrettably, efforts towards advancing women's rights and gender

equality have stalled, following the abolishment of the State Ministry of Women's Affairs, which has not been replaced to date and whose functions have not been transferred to any other institution. Technical expertise and capacity are needed to strengthen the Mission's mandate in addressing conflict-related sexual violence, including to support the establishment of the monitoring, analysis and reporting arrangements and strengthen coordination between United Nations and government partners in responding to the needs of survivors of sexual violence.

9. The outlook for Iraq in 2017 remains unpredictable; continued political instability might still contribute to significant security challenges and a protracted humanitarian crisis. It is likely that the Government of Iraq will continue to face considerable challenges, particularly in the implementation of its programme of political reforms, advancing political dialogue and national reconciliation, ensuring the respect and protection of human rights and the rule of law, addressing the needs of internally displaced persons, ensuring stabilization and reconstruction and delivering and ensuring non-discriminatory access to basic services, particularly in the zones liberated from ISIL.

10. The Mission and the United Nations system entities in Iraq will remain an essential partner in support of the Government and the people of Iraq owing to their generally recognized impartiality and ability to engage. As a result, there are increasing calls from diverse sectors of Iraqi society for greater and more sustained engagement with the United Nations to help them address the increasingly complex array of challenges that the country faces.

Cooperation with other entities, complementarities and synergies in substantive areas

11. The Mission works in close cooperation with the United Nations agencies, funds and programmes and with other government and civil society partners in Iraq to ensure the coherence, coordination, efficiency and alignment of programmes, policies and activities in the delivery of relevant areas of the mandate. Coordinating frameworks include the United Nations Development Assistance Framework for 2015-2019 (in line with priorities identified in partnership with the Government of Iraq), the Iraq Humanitarian Response Plan 2016, and the Integrated Strategic Framework 2016. Oversight of the Integrated Strategic Framework is shared jointly by the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator and Resident Representative of the United Nations Development Programme (UNDP). The leading coordinator of the United Nations Development Assistance Framework for 2015-2019 and the Humanitarian Response Plan 2016 is the Deputy Special Representative, Resident Coordinator and Humanitarian Coordinator. The latter's office is supported by the UNAMI Integrated Coordination Office for Development and Humanitarian Affairs, the Office of the Resident Coordinator and the Office for the Coordination of Humanitarian Affairs (OCHA).

12. The security management team, led by the Special Representative as the designated official, comprises UNAMI, including security personnel, and the United Nations agencies, funds and programmes. It addresses common security management and services matters, including the coordination of security arrangements on a cost-sharing basis between UNAMI and the United Nations

country team at multi-agency compounds, and oversees common security standards for offices and staff, emergency procedures, and the conduct of missions.

13. To facilitate and enhance information-sharing and the coordination of activities in support of national reconciliation, the Special Representative established in December 2015 a standing integrated task force on national reconciliation, comprised of UNAMI, the United Nations Entity for Gender Equality and the Advancement of Women (UN-Women) and UNDP. Similarly, the Special Representative established in December 2015 a standing integrated task force on internally displaced persons, which is co-chaired by the Chief of the Human Rights Office and the Deputy Special Representative, Resident Coordinator and Humanitarian Coordinator and brings together UNAMI, the United Nations Children's Fund (UNICEF), the Office of the United Nations Commissioner for Refugees (UNHCR) and other humanitarian partners, with the aim of monitoring and reporting on the status of returning internally displaced persons and the human rights and humanitarian challenges they face, and disseminating information to United Nations entities and other partners in order to facilitate response programming.

14. Through its Office of Political Affairs, UNAMI continued sharing information and analysis on a regular basis on political developments in Iraq, as well as regional developments as viewed from Iraq, through code cables, daily and weekly updates, special reports and regular briefings within the Mission, the United Nations country team, Headquarters entities, and the United Nations Disengagement Observer Force, the Office of the United Nations Special Coordinator for the Middle East Peace Process, the Office of the United Nations Special Coordinator for Lebanon, the Office of the Special Envoy of the Secretary-General for Syria and the Office of the Special Envoy of the Secretary-General for Yemen. The Office of Political Affairs has also undertaken multiple activities in support of both the good offices and political outreach roles of the Special Representative and in promoting and supporting national reconciliation in collaboration with the Human Rights Office (which also represents the Office of the United Nations High Commissioner for Human Rights (OHCHR)) and UN-Women. The Governorate Liaison Officers of the Office of Political Affairs act also as field-based human rights monitors on issues relating to the protection of civilians.

15. The UNAMI Joint Analysis Unit liaises with key mission components to develop comprehensive analytical briefings and inputs for code cables and reports. The Unit has worked cohesively with other UNAMI units, including the Security Section in Iraq, on multiple briefing papers related to Iraq's political, military and security situation, to facilitate synergies in the Mission's response to key issues. The Unit has effectively engaged with Iraqi counterparts on mediation and the monitoring of activities on socioeconomic issues and their impact on the political stability of the country (including federal budget planning, sharing of oil revenues and public financial management). Finally, the Unit assisted in the coordination of the initiatives of UNAMI and the United Nations country team aimed at supporting the efforts of Iraqi national institutions on security sector reform, in particular those focusing on strengthening good governance, accountability and adherence to human rights standards.

16. The UNAMI and UNDP gender elections task force is actively utilized by the Mission to support efforts by the Iraqi Independent High Electoral Commission to strengthen the capacity of its gender team to spearhead initiatives that promote greater participation of women in elections. The Mission and UNDP have also supported the efforts of the Electoral Commission to establish greater cooperation with other electoral management bodies in the Arab region by ensuring the active participation of the Electoral Commission in the UNDP-supported Arab Organization of Electoral Management Bodies.

17. The Mission and UN-Women continue to collaborate in providing technical support and advice to the Government of Iraq to implement the national action plan for the implementation of Security Council resolution 1325 (2000), 2014-2018; the national strategy on the advancement of women, 2014-2018; and the national strategy to eliminate violence against women, 2014-2017. The coordination of gender mainstreaming activities will continue to be conducted under the United Nations Gender Task Force for Iraq, whose purpose is to provide advice and develop shared approaches of the United Nations country team and UNAMI towards achieving gender equality and women's empowerment and monitoring progress towards their achievement. The Gender Task Force also aims at providing advocacy support to the United Nations system to meet its obligations and reporting requirements linked to the relevant Security Council resolutions on women and peace and security. Another responsibility of the Task Force is to ensure common gender messaging and coordinated advocacy through the United Nations programmatic processes (the United Nations Development Assistance Framework and the Integrated Strategic Framework). The core membership of the Gender Task Force includes UNAMI and the gender focal points of the United Nations country team.

18. The United Nations and its partners mounted one of the largest and most complex level three emergency operations, involving 200 humanitarian organizations. Under the guidance of the Deputy Special Representative, Resident Coordinator and Humanitarian Coordinator, through OCHA and the Integrated Coordination Office for Development and Humanitarian Affairs, support was provided to humanitarian partners in the implementation of the emergency operation, including the humanitarian country team, national organizations, the Government of Iraq and the Kurdistan regional government. The Integrated Office also provided direct support to the Joint Coordination and Monitoring Centre in Baghdad and the Joint Coordination Centre in Erbil, which are governmental institutions responsible for coordinating the delivery of humanitarian assistance.

19. UNAMI is engaged with United Nations agencies, funds and programmes in the implementation of a range of activities aimed at promoting the respect for and protection of human rights and the rule of law. The Mission continued its work, in partnership with UNDP, to build the capacity of the Human Rights and Legal committees of the Council of Representatives; and with the United Nations Office for Project Services (UNOPS) in implementing a comprehensive programme to support and build the capacity of the Iraqi High Commission for Human Rights. UNAMI has also supported the work of that Commission's Expert Selection Committee (appointed by the Council of Representatives pursuant to relevant Iraqi legislation) to nominate a new Board of Commissioners. UNAMI has also worked

with UNDP on a range of initiatives relating to transitional justice and community reconciliation, including by co-leading efforts to conduct a series of community dialogues aimed at identifying gaps in the respect for and protection of human rights and the rule of law, and helping to develop solutions in that regard.

20. UNAMI, in partnership with OHCHR, implemented a number of projects with funds provided by the Governments of Japan and Canada aimed at the legal and institutional reform of the criminal justice law, training of public officials and institutions on human rights and the rule of law, and the care and protection of women from sexual and gender-based violence. UNAMI, in partnership with OHCHR and UN-Women, and by utilizing funds from the Government of Canada, implemented a quick-impact project to support the activities of Iraqi civil society organizations focused on the care and protection of women from sexual and gender-based violence and conflict-related sexual violence. Furthermore, extrabudgetary funds from the Department of Political Affairs have enabled UNAMI to strengthen the delivery of its women and peace and security mandate. Activities have focused on enhancing women's political participation and engagement with community and religious leaders to strengthen their role in addressing conflict-related sexual violence. These activities have been carried out in collaboration with the relevant United Nations agencies, funds and programmes.

21. UNAMI continues to collaborate with UNICEF, other United Nations agencies and civil society representatives in the framework of the monitoring and reporting mechanism on grave violations against children in situations of armed conflict, pursuant to Security Council resolution 1612 (2005). The mechanism serves as the main forum to discuss such violations, identify new threats to children and coordinate the United Nations response to enhance the protection of children in armed conflict.

22. The Mission continued to implement a project to monitor and report on the human rights and humanitarian situation of the residents of Camp Hurriya and to advocate, in partnership with UNHCR, for the relocation to third countries of those determined by UNHCR to have protection concerns.

Cost-sharing initiatives and collaboration in support areas

23. Cost-sharing initiatives for the Integrated Coordination Office for Development and Humanitarian Affairs relate to the funding of three positions (1 D-1, 1 General Service and 1 National Professional Officer) by the Development Operations Coordination Office administered by UNDP. Such funding has enabled closer integration and collaboration between UNAMI and the United Nations country team on the humanitarian and development aspects of the Mission's mandate.

24. Cost-sharing initiatives between UNAMI and the United Nations Assistance Mission in Afghanistan (UNAMA) continue under the Kuwait Joint Support Office for transactional aspects in the areas of finance and human resources. Since 2013, UNAMI and UNAMA have also been sharing conduct and discipline resources under one Chief, who is based in Kuwait and provides support to the two missions.

25. UNAMI and the United Nations country team continue cost-sharing security arrangements in Iraq, as prescribed by the Inter-Agency Security Management

Network. Based on staffing levels, UNAMI funds 46 per cent of security arrangements in Iraq, while the country team funds 54 per cent.

Performance information for 2016

26. The Mission continued to support national reconciliation efforts in Iraq. However, the protracted political deadlock in the Council of Representatives over the implementation of reforms and the government formation process has affected progress on national reconciliation, including the passage of relevant laws. UNAMI therefore sought to take a more grass-roots-based approach to national reconciliation during 2016 so as not to lose momentum and to ensure inclusivity in the process. To build support for the national reconciliation process, UNAMI initiated efforts from mid-2015 to establish a dialogue among relevant stakeholders on devolution and national reconciliation. As part of this, in April 2016, UNAMI conducted a series of consultations in a number of Shia-majority southern governorates — Basra, Muthanna, Dhi-Qar and Maysan — that resulted in a range of recommendations from local actors on national political, electoral, social and educational reforms. The recommendations have been shared with the Government of Iraq to be considered for inclusion in policymaking. Electoral reforms in particular are being shared with the Independent High Electoral Commission for incorporation into the draft electoral law for the 2017 Provincial Council elections. Moreover, UNAMI will partner with national institutions to promote the tenets and values of reconciliation, with a particular focus on the media and education sectors.

27. In February 2016, UNAMI organized an interfaith dialogue series in Najaf, Baghdad and Erbil to bring together the religious leaders of various sects and confessional denominations to condemn violent extremist ideologies, emphasize peaceful coexistence and advocate for the need to implement legislation to counter hate speech. Following the Mission's advocacy, during 2016 the Kurdistan regional government enacted regulations to curb hate speech.

28. The Mission also provided analytical support to the Special Representative's good offices aimed at mitigating tensions between Baghdad and Erbil, particularly after the disengagement of the Kurdistan Alliance's political bloc from the Council of Representatives in May 2016. This occurred following physical attacks on Kurdish members of parliament during the storming of the Council of Representatives by demonstrators. Intensive engagement with the political blocs of the Kurdistan region of Iraq had to be pursued by the Special Representative to ensure the establishment of a dialogue with Baghdad and to secure an agreement between the federal Government and Kurdish parliamentarians, which eventually led to the parliamentarians' return to the Council of Representatives.

29. In implementing the Mission's mandate to ensure regional dialogue and the normalization of relations between Iraq and its neighbours, in January 2016, the UNAMI leadership worked to promote the ongoing normalization of relations between Iraq and Saudi Arabia. UNAMI also facilitated efforts to mitigate tensions between Iraq and Turkey following objections by Iraq to the presence of Turkish troops in Ninewah governorate. In addition, UNAMI successfully supported the participation of Iraq in the World Humanitarian Summit, held in Istanbul in May 2016, and successfully advocated with the Ministry of Foreign Affairs of Iraq to dedicate the resources necessary to ensure the continuation of work on the

implementation of Security Council resolution 2107 (2013) (on Kuwaiti missing persons and property), following the abolishment of the entity in charge of the file, the Ministry of Human Rights, in August 2015.

30. In 2016, UNAMI supported the Independent High Electoral Commission in its preparations for the Provincial Councils elections in 2017. This included strategic and policy-level support to the Board of Commissioners to lead the planning and delivery of elections, as well as targeted technical assistance on operational matters, including the provision of specific expertise on new procedures for election results management, advisory assistance to further improve the voter registry and support to the newly created Political Entities Directorate. UNAMI continued supporting the Commission in developing an institutional gender policy and related training. Given the budgetary limitations in the Commission to implement efforts to ensure the wider participation of Iraqis in elections, UNAMI facilitated meetings between the Commission and potential funding partners to seek support for the special registration of internally displaced persons and specific activities to promote the electoral participation of women and marginalized groups. UNAMI also sustained its engagement with representatives from the Council of Ministers, the Commission, the Shura Council and the Ministry of Justice in revising the electoral law for the provincial, district and subdistrict council elections (Law No. 36 of 2008, as amended). As the term of the current Board of Commissioners is set to expire in September 2017, UNAMI initiated interactions with the relevant committees in the Council of Representatives to prepare a transparent and competitive process for the selection of the next Board. Furthermore, UNAMI supported the signing of a memorandum of cooperation between the Independent High Electoral Commission and the Kurdistan region's Independent High Electoral Commission, which was endorsed by both the Council of Representatives and the Kurdistan regional parliament in 2016.

31. Respect for and protection of human rights and strengthening of the rule of law in Iraq have remained at the forefront of the Mission's major activities in 2016. From early February 2015, with the liberation of areas in Anbar, Diyala, Salah ad-Din and Ninewah governorates from ISIL, as well as the beginning of stabilization efforts in areas in south and south-central Iraq, the Mission began to reorient its activities to address human rights and rule of law-related issues that would prevent the emergence of a permissive environment for the spread of terrorism and armed conflict. This focus continued throughout 2016. The areas of priority were related mainly to the protection of civilians, including by promoting respect for due process and fair trial standards in the administration of justice, promoting the protection of women and children from all forms of sexual and gender-based violence and conflict-related sexual violence, promoting protection and respect for the rights of minorities, and transitional justice aimed at supporting community reconciliation.

32. UNAMI continued to monitor and report on the impact of armed conflict on civilians and to provide real-time information on patterns of human rights violations and abuses to United Nations Headquarters and the international community. This also informed the Mission's planning and response to protection concerns. UNAMI published two reports in 2015, one on the protection of civilians and another on the general human rights situation in Iraq, and two ad hoc reports, one on the rights of

internally displaced persons and another on respect for the rights of minorities. UNAMI continued to work with UNOPS in building the capacities of the national human rights institution, the Iraqi High Commission for Human Rights, and of the Kurdistan Regional Board of Human Rights.

33. UNAMI facilitated the work of the Oversight Committee of Ethnic and Religious Community Representatives tasked with developing the declaration of the rights of minorities, as well as a road map on enhancing the protection of and respect for the rights of minorities, and condensing them into a comprehensive plan of legislative, policy and institutional reforms. Similarly, UNAMI and UNDP held a joint conference with the Speaker of the Council of Representatives, attended by the Prime Minister, government representatives, parliamentarians and civil society representatives, to facilitate a series of community dialogues aimed at promoting community reconciliation in support of national reconciliation.

34. UNAMI developed a package of recommendations on comprehensive criminal justice law, including institutional and policy reforms aimed at ensuring respect for due process and fair trial standards. This incorporated work already under way in partnership with UNDP, the Speaker of the Council of Representatives, the judiciary and civil society. The main objective is to build political momentum for the full adoption and implementation of these recommendations by the Government. UNAMI also presented to the Government revised educational curricula on human rights standards for the training of police, the military, judges, prosecutors and other law enforcement officials. The Mission, with the Ministry of Interior, also developed a handbook on human rights standards for law enforcement officials. UNAMI conducted 10 "training-of-trainer" sessions for law enforcement officials across Iraq and continued its monitoring of prisons and places of detention throughout the country, despite the difficult security environment.

35. UNAMI also developed a comprehensive set of proposals for legal, institutional and policy reforms aimed at ensuring the care and protection of women and girls subjected to sexual and gender-based violence, as well as ensuring accountability for the perpetrators of such violence. The proposals were presented to the Government of Iraq for consideration. Advocacy efforts to build political momentum to support the adoption and implementation of these proposals are continuing, in partnership with UN-Women, UNDP and civil society partners. Furthermore, UNAMI organized a national conference in August 2015 entitled "Empowering women to address the impact of terrorism", which brought together government partners and civil society to discuss ways to ensure women's participation in all aspects of the fight against terrorism in Iraq. In August and October 2015, the Mission also organized an open day on women and peace and security, which is a consultative forum that brought together Iraqi women leaders and the UNAMI senior leadership to discuss women's issues, including the best way to advance their status, promote their rights and implement existing national plans. The recommendations of these two initiatives have strengthened engagement with civil society partners to support the implementation of the national action plan for the implementation of Security Council resolution 1325 (2000), 2014-2018, particularly in the absence of a national entity following the abolishment of the State Ministry of Women's Affairs.

36. The Mission conducted at least 25 "training-of-trainer" sessions for civil society organizations in several governorates of Iraq to enhance civil society's engagement in monitoring and reporting on human rights and in advocating to address deficiencies in the respect and protection of human rights at the community level. However, access to many areas of the country remains limited, which has hindered the full implementation of the planned activities in all governorates.

37. The adoption and implementation by the Government of Iraq of a national action plan on human rights was delayed for several reasons: the volatile security environment; the abolishment of the Ministry of Human Rights in 2015; the lack of funds; and competing governmental priorities. The national action plan would aim at implementing the recommendations of the universal periodic review of Iraq, concluded by the Human Rights Council in March 2015. UNAMI continued to advocate with the Government of Iraq on the need to develop a coherent response to implement the recommendations of the universal periodic review that it adopted. UNAMI will continue to advocate with the Government through the end of 2016 and in 2017 to take concrete action on this issue.

38. To facilitate the implementation of Iraq's level three complex emergency operations, OCHA worked to regularize its presence in the country. However, major staffing gaps continued to have an impact on its capacity to coordinate the operation, which has expanded dramatically since 2015. Through its network of national officers in all 18 governorates, the Integrated Coordination Office for Development and Humanitarian Affairs ensured significant access and engagement with governorate institutions, providing the Deputy Special Representative, Resident Coordinator and Humanitarian Coordinator, the humanitarian country team, OCHA and other senior decision makers with real-time information and trend analyses. The network of the Coordination Office was also crucial in supporting stabilization efforts, particularly in areas newly liberated from ISIL and communities where sectarian tensions remain high and at a risk of escalating, in monitoring and supporting development and reform efforts at the governorate and district level, and in supporting the Human Rights Office through the verification of allegations of human rights violations and abuses, as well as through the identification of new allegations. The role of the Coordination Office in supporting the Joint Coordination and Monitoring Centre in Baghdad and the Joint Coordination Centre in Erbil is credited with directly improving the Government's management of the crisis and helping the Iraqi authorities to develop realistic contingency plans.

Planning assumptions for 2017

39. In the short to medium term, the outlook for Iraq is likely to be characterized by political, social and economic instability owing to a combination of factors, namely insecurity, unmet political demands, ethno-sectarian-based marginalization and internal displacement, unequal access to basic services, the failure to ensure respect for and protection of human rights and the rule of law, corruption and structural weaknesses, and the influence of regional dynamics. If the formation of a government able and willing to promote genuine and meaningful reforms, and also aimed at combating corruption, continues to be delayed, the resulting popular discontent and reduced public institutional delivery could affect the Mission's

planning for 2017. Given the widespread demands for electoral reform, the passage of a new electoral law is likely to gain momentum in 2017 and could affect the timing of the elections. In view of Iraq's large number of internally displaced persons, the pace and inclusiveness of voter registration in camps for the displaced is likely to affect the elections. Any deterioration in relations between Baghdad and Erbil would have an impact on legislative activity, governance reform and the stability of the disputed internal boundaries.

40. The fight against ISIL is likely to continue in 2017. As ISIL comes under pressure, this could cause an upsurge in asymmetric terrorist tactics directly targeting civilians and civilian authorities, aimed at fomenting sectarian and ethnic divisions and undermining the capacity of the Government to provide security and basic services. The success of the military operation against ISIL will depend upon the capacity of the Government to rebuild an effective national security force and to undertake the necessary security sector reforms. The assumption is that the humanitarian, stabilization, reform and reconstruction efforts will continue to be affected by an unpredictable security environment for the foreseeable future, which will have an impact on the work of UNAMI in 2017. The exposure of United Nations personnel in Iraq to identified threats has increased in the past two years, as the United Nations has been increasingly carrying out activities in response to the mounting humanitarian crisis and to assist the Government of Iraq and the Iraqi population affected by conflict, including in areas located near active conflict zones and areas recently liberated by government forces from ISIL control. Armed conflict and acts of terrorism continue and are expected to remain significant threats to UNAMI in 2017, as extremist groups continue to be active and conflict is active in areas where United Nations personnel live and operate in Iraq.

41. Armed conflict and terrorism will continue to negatively affect civilians in Iraq. This will also continue to have a corrosive effect and detrimental impact on the rule of law and human rights, in particular the rights of women, children, ethnic and religious minority communities and people with disabilities; political rights, including freedom of expression and non-discriminatory participation in political processes; and equal, non-discriminatory access to basic services.

42. The humanitarian crisis will likely continue in 2017, testing even further the ability of humanitarian partners to respond. In 2017, the humanitarian needs might even increase as the result of an intensification of the conflict, notably related to eventual military operations to liberate areas under ISIL control, including Mosul; sectarian violence; and no significant improvements in public services delivery, including electricity and water during the summer period. In parallel, humanitarian actors might continue to be affected by underfunding, leading to insufficient capacities to address the demands. The clearing of the explosive remnants of war from areas and the reconstruction of those areas and the re-establishment of essential services will continue to be priorities.

43. Political differences between Baghdad and Erbil over key outstanding issues might remain unresolved. While the presence of agreements between the Government of Iraq and the Kurdistan regional government demonstrates the willingness of both parties to commit to dialogue and act in the spirit of unity, both sides will need to commit to the implementation of a comprehensive, fair and constitutional solution to all outstanding issues, including the enactment of

legislation on oil and gas and revenue-sharing, and commit to the strengthening of their cooperation and coordination in the joint fight against ISIL.

44. Several electoral events that will have implications on the Mission's activities in the areas of electoral assistance and political facilitation are anticipated for 2017. The Independent High Electoral Commission is currently preparing for Provincial Council elections due in the first half of 2017, including by updating its voter registry following the completion of the process of voter biometric data collection. Similarly, while the Council of Representatives elections are only due in the first half of 2018, the operational preparations will have to commence in 2017. Also, with a similar four-year electoral cycle, elections for the Kurdistan regional parliament are due by the second half of 2017. Finally, the Council of Representatives, in close consultation with UNAMI, is expected to finalize the selection process for a new Board of Commissioners of the Electoral Commission by 2017.

45. The lack of critical infrastructure and support to promote gender equality are likely to continue in 2017. A number of outstanding factors will continue to create significant challenges to advancing the implementation of Security Council resolution 1325 (2000) and the status of women in Iraq. These include the lack of a governmental entity to replace the State Ministry of Women's Affairs, financial constraints that have led to the slow implementation of the national action plan on the implementation of Security Council resolution 1325 (2000), 2014-2018 and limited opportunities for women's political participation and representation at leadership levels.

46. Regional issues are also likely to continue to affect Iraq, including the movement of ISIL elements across Iraqi territory, the Syrian conflict and other regional trends marked by heightened sectarian tensions. Efforts to fight the presence of ISIL in the Syrian Arab Republic will likely lead to increased activity and tensions along the Iraqi-Syria border, large portions of which are under ISIL control. The newly announced intentions of Syrian Kurdish groups to coordinate between systems of self-administration in the Syrian Arab Republic, could also impact dynamics within the Kurdistan region of Iraq, where calls for a referendum on independence are gaining ground. The breakdown in the peace agreement between the Government of Turkey and the Kurdistan Workers Party is likely to have a further impact on dynamics in Iraq and the Syrian Arab Republic. The continued presence of Turkish troops in Iraq will continue to influence Iraq's relations with Turkey. The collaboration between PMF and associated groups with regional counterparts have prompted reactions from some of Iraq's immediate and other neighbours, which is also an important factor that is likely to influence Iraq's regional standing.

Strategies and plans

47. The activities of UNAMI, in fulfilment of its mandate, will continue to be structured to promote peacebuilding and State-building. The ultimate objectives of both frameworks are to support the development of an effective, legitimate and responsive Iraqi State characterized by peaceful relations among members of its various communities and with its external neighbours. Such a conceptual approach envisions programmatic cooperation between UNAMI and the United Nations

agencies, funds and programmes, where appropriate, and promotes the efficient utilization of resources.

48. Peacebuilding activities will focus on ending violent conflict and supporting sustainable peace through national reconciliation that is built upon community reconciliation and transitional justice, the protection of civilians, the stabilization of newly liberated areas, and durable solutions to displacement. State-building activities will focus on establishing an effective, legitimate, and responsive State built upon its improved institutional capacity to deliver on citizens' expectations and rooted in the relationship between the State and society.

49. In terms of peacebuilding, UNAMI will continue to assist the Government of Iraq in its efforts for national reconciliation. UNAMI will support the Government's National Reconciliation Commission on legislative advocacy, education reform and community reconciliation. UNAMI expects to continue supporting the activities of the Government's Implementation and Follow-up Committee on National Reconciliation, which include national and community-based advocacy initiatives, as well as legislative, media and education reform. In this regard, UNAMI will continue using the National Reconciliation Task Force to promote information-sharing and coordination on activities in support of national reconciliation. UNAMI will also continue its high-level political engagement to advance the women and peace and security agenda in Iraq, including by securing women's participation and decision-making in the areas of reconciliation, counter-terrorism efforts and stabilization.

50. These efforts will also be aimed at broadening the national reconciliation discussion beyond the three main ethnic and religious components (Shi'ite, Sunni and Kurdish) to involve diverse ethnic and religious minority communities; implementing the commitments in the National Political Agreement of 2014; and supporting community reconciliation and transitional justice efforts to ensure the sustainability of national reconciliation at the grass-roots level. As part of this strategy, UNAMI intends to open an office in Najaf, the seat of the Iraqi Marja'iya, a group of religious clerics who play an important role in shaping Iraqi society. Their role in the political sphere has become more pronounced since 2014, when they began making public announcements related to security matters, national politics and good governance. Moreover, a number of influential political parties have their headquarters in Najaf, from where they continue to influence Baghdad-based politics, in addition to the Najaf-based clergy, who also exert a strong influence on Iraq's foreign policy towards the Islamic Republic of Iran. In this context, both internally and regionally, it has become critical for UNAMI to establish an office in Najaf to engage with the Shi'ite religious establishment and national political parties headquartered there. The good offices to be conducted by the Najaf office will bolster the efforts undertaken by UNAMI and the United Nations country team partners to facilitate a comprehensive and integrated national reconciliation process consisting of four components: (a) high-level political engagement; (b) regional dialogue; (c) inter-faith dialogue; and (d) grass-roots community reconciliation processes. These four components will be supported by strategic communications and public information campaigns.

51. Addressing abuses and violations of human rights and the rule of law as key factors conducive to the cycles of violence in Iraq will remain of critical importance

for the Mission's activities in 2017. The protection of civilians from the effects of armed conflict, terrorism, and violence through the monitoring, reporting and documentation of violations, and enhancing their safety and access to humanitarian assistance will remain a key focus in 2017. Existing programmes focusing on comprehensive legislative, institutional and policy reforms in conformity with international standards for the criminal justice system; the protection of women from sexual and gender-based violence and the accountability of perpetrators; the protection of and respect for the rights of diverse ethnic and religious minority communities; the rights of persons with disabilities; and the equal and non-discriminatory access to basic services by all Iraqis will continue in 2017. Implementing programmes that promote transitional justice conducive to national reconciliation will also be of critical importance.

52. A countrywide humanitarian contingency plan is being developed on the basis of different scenarios for Iraq and funding is being sought to allow partners to accelerate preparations. Depending upon the military campaigns in Mosul and Anbar, as many as 12 million to 13 million Iraqis may be in need of humanitarian assistance by the end of 2016 and forced to seek assistance from the Government, religious foundations or humanitarian organizations. More than 600,000 people in areas controlled by ISIL are expected to flee and hundreds of thousands of people are likely to remain trapped in besieged areas, where escape will be difficult, if not impossible. The humanitarian contingency plan includes information on stocks and envisions the pre-positioning of core pipelines and reception centres to areas where people are expected to flee. A special sub-plan for Mosul city and its environs is also being prepared, ready for activation in the advent of a rapid offensive.

53. Proactive outreach to neighbouring and regional countries will also be important to enhance interactions in support of Iraq's stability, unity and integrity and of development and reconstruction efforts.

54. In relation to State-building, UNAMI will continue to use its good offices to assist Iraqi stakeholders with political processes, overcome political deadlock and support legislative and political reforms. The Mission will continue to facilitate relations between the federal Government and the Kurdistan regional government. In particular, efforts will continue to encourage the parties to fulfil their oil and revenue-sharing agreement of 2014, also reflected in the Federal Budget Law. UNAMI will also concentrate efforts on developing more sustainable resource and revenue-sharing mechanisms that can systematize and better define relations between the two entities.

55. Key legislative reforms aimed at strengthening the rule of law and human rights will be fundamental to supporting national reconciliation processes. These include a raft of proposed legislation, such as the National Guard Law, the Accountability and Justice Law, the General Amnesty Law, the Provincial Powers Amendment Act and legislation related to the protection of and respect for the rights of minorities.

56. The Mission will also work with its country team partners, in particular UNDP, on providing electoral assistance for Iraq, including for the Provincial Council elections in 2017 and the Council of Representatives elections in 2018.

Extrabudgetary resources

57. The Mission is proposing the establishment of a position of Senior Women Protection Adviser (P-5) for 12 months, estimated at $226,800. The incumbent will coordinate among all relevant United Nations actors to strengthen the monitoring, reporting and prevention of and response to conflict-related sexual violence against women, men, girls and boys. The Senior Women Protection Adviser will provide support, as appropriate, to the United Nations actors for the implementation of the Security Council mandate on conflict-related sexual violence and work closely with the United Nations Population Fund to maintain linkages with the broader humanitarian community. Specifically, the role of the Senior Women Protection Adviser will focus on the implementation of the monitoring, analysis and reporting arrangements and the coordination of actors involved in dialogue with the parties to conflict for commitments; and will contribute to the integration of conflict-related sexual violence considerations in United Nations policies, planning, operations and training.

58. The Trust Fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad was established for the construction of an integrated compound in Baghdad that would accommodate all the United Nations agencies and programmes operating in Iraq. On 31 March 2010, the trust fund received $25 million from the Government of Iraq and a further total amount of $760,644 from the Governments of the Czech Republic, Greece, Italy, Luxembourg, Poland and Sweden, by the transfer of their funds from the former Distinct Entity Trust Fund. On 7 June 2011, a further contribution of $25 million was received from the Government of Iraq, bringing total contributions received by the trust fund to $50,760,644.

59. Through 31 August 2016, the trust fund had been allotted a cumulative $28,168,455, of which $12,161,637 had been expended on various renovation and/or construction projects, with a further $13,089,067 in pre-commitments, leaving an unconsumed budget of $1,136,150.

60. For the financial year through 31 December 2017, the trust fund has requested an allotment of $18,937,250 to meet the requirements of the planned project for additional staff and operating costs. The projects to be funded under this allotment request include: the completion of ongoing infrastructure upgrades and additional funding to the three-storey accommodation building C ($2,738,889); the upgrading of service facilities ($650,000); the upgrading of fire alarm and firefighting systems ($475,000); site development and landscaping ($825,000); the refurbishment of the dining facilities ($385,000); the refurbishment of the existing office buildings ($1,350,000); the refurbishment of the transport workshop ($180,000); and the construction of a four-storey office building ($7,127,738). A total of $5,205,623 will be spent on staff and operating costs and programme support costs.

II. Mission mandate and planned results

61. The objectives, expected accomplishments and indicators of achievement for 2017 are set out below.

Objective of the Organization: To achieve political stability, security and prosperity in Iraq

Expected accomplishments	*Indicators of achievement*	*Performance measures*			
		Year	*2017*	*2016*	*2015*
(a) Progress towards national reconciliation in Iraq	(i) Number of high-level meetings of Iraqi stakeholders held to discuss national reconciliation facilitated and sponsored by UNAMI	Target	300	300	300
		Estimate	–	300	250
		Actual	–	–	300
	(ii) Number of confidence-building measures at the local and national levels agreed to by the parties concerned in relation to disputed internal boundaries, the National Guard Law, the Federal Budget Law and Erbil-Baghdad oil and revenue-sharing	Target	50	40	50
		Estimate	–	40	25
		Actual	–	–	50
	(iii) Number of initiatives aimed at reducing intra-Iraqi conflict, improving recognition of minority rights and implementing the recommendations on minority rights endorsed by the Government of Iraq and key influential political, community, ethnic, civil society, women and religious leaders	Target	25	15	15
		Estimate	–	15	10
		Actual	–	–	15

Outputs

- Facilitation of political dialogue through the good offices of the Special Representative and the Deputy Special Representative through 250 bilateral and 50 multilateral meetings with stakeholders and the parties concerned on matters of inclusive political dialogue and national reconciliation
- Facilitation of community-level reconciliation through 15 multilateral meetings and 10 events to promote inter-community dialogue and to ensure sustainability and inclusiveness in national reconciliation
- 10 meetings with women political leaders, religious and community leaders and representatives of civil society on addressing conflict-related sexual violence and implementing the national action plan on Security Council resolution 1325 (2000), 2014-2018, in Baghdad, Erbil, Kirkuk and Basra, and 1 national open day consultative forum on women and peace and security
- Monthly meetings with high-level government officials, political parties, community leaders and women leaders, with a view to resolving the status of disputed internal boundaries and related issues
- 40 meetings held by the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance with high-level federal and Kurdistan regional government officials on oil and revenue-sharing negotiations
- 4 meetings of women political leaders and representatives of civil society on women's participation in the national dialogue
- 10 meetings with government officials, community leaders, and political parties to promote stability and inclusive governance in areas of Ninewah liberated from ISIL
- 4 meetings with government officials, civil society and religious leaders to facilitate consensus on ways to counter violent extremism and sectarian narratives in the country

Expected accomplishments	*Indicators of achievement*	*Performance measures*			
		Year	*2017*	*2016*	*2015*
(b) Enhanced regional dialogue and the normalization of relations with neighbouring countries	(i) Number of confidence-building measures sponsored by UNAMI and agreed to by the Government of Iraq to encourage the strengthening of Iraq's relations with neighbouring countries on border security, energy and refugees	Target	25	20	20
		Estimate	–	20	16
		Actual	–	–	20
	(ii) Number of initiatives and bilateral and multilateral meetings with the Governments of Iraq and Kuwait to provide support for the enhancement of relations with Kuwait, the efforts in the search for missing Kuwaiti and third-country nationals or their remains, and the return of Kuwaiti property, including the national archives	Target	12	12	10
		Estimate	–	12	12
		Actual	–	–	10

Outputs

- 15 high-level visits made by the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance to neighbouring countries to provide support for regional dialogue initiatives and to encourage constructive regional support to Iraq in its fight against ISIL
- Design and implementation of 6 confidence-building measures, in cooperation and coordination with other relevant United Nations entities, with a view to improving relations between the Government of Iraq and neighbouring countries
- Design, implementation and fortnightly follow-up of 3 new initiatives in support of Iraqi efforts to resolve the issue of missing Kuwaiti and third-country individuals, and missing Kuwaiti property, including the national archives
- Weekly meetings with members of the Council of Representatives, the Foreign Affairs Committee of the Council, Government of Iraq officials and representatives of the diplomatic community to solicit views, exchange ideas and understand concerns related to Iraq's relations with neighbouring countries, as well as regional geopolitical developments
- Consolidation and advancement, through the UNAMI liaison office in Tehran, of 4 initiatives, such as workshops and seminars, on the illicit trade in drugs, refugee issues, climate change and natural resources
- 12 visits by the Special Representative and the UNAMI senior leadership, through the UNAMI liaison office in Amman, to hold discussions with key Iraqi interlocutors, including the Iraqi diaspora based in Amman, or to host discussions on regional or Iraq-related issues
- 2 meetings of the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance with government officials from Iraq and neighbouring countries on regional cooperation for combating terrorism financing and for humanitarian aid support to Iraq

Expected accomplishments	*Indicators of achievement*	*Performance measures*			
		Year	*2017*	*2016*	*2015*
(c) Progress in implementation and promotion of the Constitution	(i) Number of laws adopted by the Council of Representatives to implement key provisions of the Constitution	Target	3	3	5
		Estimate	–	3	3
		Actual	–	–	5
	(ii) Number of governmental and independent institutions established or renewed in accordance with the Constitution	Target	2	Not available	1
		Estimate	–	0	1

	Actual	–	–	1

Outputs

- Monthly meetings with Government of Iraq officials and members of the Council of Representatives in relation to the provision of technical support for the review and enactment of constitutionally mandated and other key legislation
- Monthly meetings with Government of Iraq officials and members of the Council of Representatives on the renewal of key governmental institutions, such as the Independent High Electoral Commission, in anticipation of the Provincial Council elections in 2017 and the parliamentary elections in 2018
- 12 meetings and analytical write-ups in support of activities organized by the Council of Representatives and 4 outreach programmes and workshops for civil society and political and special interest groups to promote ownership of the Constitution and support of any government-led efforts at constitutional review
- 2 policy advisory notes and non-papers to the central Government and Governorate Council officials on the devolution of powers from the central Government and one round table on how devolution may be used to strengthen national reconciliation

			Performance measures		
Expected accomplishments	*Indicators of achievement*	*Year*	*2017*	*2016*	*2015*
(d) Progress towards strengthening the Independent High Electoral Commission to enable it to conduct effective elections	(i) Adoption of the required number of laws and regulatory framework to conduct elections	Target	2	3	1
		Estimate		3	1
		Actual			1
	(ii) Increased number of meetings held with parliamentary committees to define selection processes for the next Board of Commissioners and to strengthen parliamentary electoral oversight functions	Target	18		
		Estimate		12	
		Actual			6
	(iii) Increased number of policy and technical papers and official advisories provided to the Independent High Electoral Commission to enhance its electoral management and organization	Target	15		
		Estimate		10	
		Actual			5
	(iv) Increased number of operational plans developed and implemented for voter registration and elections	Target	3	2	1
		Estimate		2	1
		Actual			1

Outputs

- 18 meetings with the relevant committees in the Council of Representatives leading to the implementation of an open and competitive process in the selection of the next Board of Commissioners of the Independent High Electoral Commission
- 2 sets of option papers outlining recommendations, relevant comparative experiences and policy options for finalizing the proposed amendments to the electoral laws for the Provincial Council elections and the Council of Representatives elections
- 15 technical reports and official advisories provided to the Independent High Electoral Commission on proposed measures for: (a) improving the voter registry to enable the wider electoral participation of eligible Iraqis; (b) enhancing procedures for polling, counting and election results; (c) conducting the registration and monitoring of political parties; and (d) strengthening interaction with electoral stakeholders and the public

- Weekly meetings with relevant sections and operational committees of the Commission in the areas of election staff training, field coordination, biometric voter registration, election results management, information and database management, public outreach, graphic design and the registration of political parties, leading to the development and timely implementation of electoral operational plans and timelines
- Monthly meetings between the United Nations gender elections task force and the gender team of the Independent High Electoral Commission to develop and adopt the Commission's gender policy, implement related training and to launch initiatives for the wider participation of women in electoral processes
- Quarterly meetings between the Independent High Electoral Commission and the Kurdistan region's Independent High Electoral Commission to implement provisions of the joint memorandum of cooperation and coordinate on electoral events at the regional level
- Quarterly meetings with the diplomatic community in Iraq and international electoral partners to coordinate international donor and technical support to the Independent High Electoral Commission, the Council of Representatives, and the Kurdistan region's Independent High Electoral Commission

Expected accomplishments	*Indicators of achievement*	*Performance measures*			
		Year	*2017*	*2016*	*2015*
(e) Progress towards strengthening the rule of law and improving respect for human rights	(i) Legislation passed by the Council of Representatives/Kurdistan regional parliament that implements Iraq's international human rights obligations	Target	2	2	1
		Estimate			
		Actual		2	1
	(ii) Number of visits to Iraq by the Special Procedures of the United Nations Human Rights Council	Target	2	2	2
		Estimate			
		Actual		3	3
	(iii) Iraq submits regular reports to the United Nations treaty bodies according to the reporting obligations under the various human rights instruments	Target	1	2	1
		Estimate			
		Actual		1	2
	(iv) The Iraqi Human Rights Commission/ Kurdistan Board of Human Rights issues regular annual general and thematic reports on human rights issues of concern	Target	4	4	4
		Estimate			
		Actual		4	4

Outputs

- 15 capacity-building and technical training sessions for the 14 Commissioners of the Independent High Commission for Human Rights, Kurdistan Regional Board of Human Rights and commission/board staff in 6 priority areas: monitoring and reporting on human rights; receiving and processing of individual complaints; prisons and detention monitoring; public education on human rights; women's rights; and persons with disabilities
- Monthly meetings, with provision of technical advice and support, with the oversight committee established by the Government of Iraq to implement the recommendations of the universal periodic review in the national action plan on human rights
- 10 training-of-trainers courses on human rights standards for law enforcement officials, incorporating training curricula developed by UNAMI
- A handbook on human rights for police distributed to law enforcement personnel

- 79 different training sessions on human rights monitoring, better prison standards and upholding the rule of law conducted for a range of Iraqi law enforcement personnel
- 2 biannual reports published on the protection of civilians and/or the general human rights situation in Iraq
- 2 thematic reports issued on minorities and on the protection of women in Iraq
- 30 training sessions for civil society organizations, non-governmental organizations and government partners in monitoring, analysis, reporting and conduct of advocacy on human rights issues
- 15 monitoring visits to prisons and places of detention to assess compliance with human rights standards
- 12 high-level meetings with the Ministry of Justice, the Ministry of Interior, the Ministry of Defence, the Ministry of Labour and Social Affairs, the Speaker of the Council of Representatives and the parliamentary Human Rights Committee on relevant human rights issues and advocacy

Expected accomplishments	*Indicators of achievement*	*Performance measures*			
		Year	*2017*	*2016*	*2015*
(f) Progress towards strengthened socioeconomic development and humanitarian assistance	(i) Number of forums to facilitate joint programming with the United Nations country team and the Government of Iraq for harmonized and integrated delivery of essential services and reform of related State institutions, with a particular focus on the environment and the private and public sectors	Target	25	20	20
		Estimate		25	20
		Actual			20
	(ii) Number of knowledge-sharing forums supported to promote evidence-based planning and advocacy at the strategic and operational levels	Target	30	25	8
		Estimate		30	25
		Actual			25
	(iii) Number of information products disseminated to promote evidence-based planning and advocacy at the strategic and operational levels	Target	25	40	75
		Estimate		25	50
		Actual			50
	(iv) Number of forums to facilitate engagement and partnering with the Government of Iraq and civil society to support and strengthen vulnerable populations, in particular internally displaced persons, refugees, returnees, women, girls, youth and minorities, to secure their safety, inclusion and empowerment for participation in economic and political activities	Target	216	216	16
		Estimate		216	216
		Actual	–	–	216
	(v) Number of high-level meetings held with Iraqi stakeholders to discuss development, stabilization and humanitarian coordination in support of national reconciliation and the governorate and national developmental and reform agenda	Target	55	55	50
		Estimate	–	55	50
		Actual	–	–	50

Outputs

- Monthly meetings with government officials and key Iraqi stakeholders on critical humanitarian, stabilization and development issues
- Enhanced and sustained engagement with subnational interlocutors in key governorates through involvement of local representatives in 2 round tables, quarterly consultations and monthly meetings on a regular basis, including regular field visits to facilitate improved development planning and programme implementation
- 3 high-level policy dialogue meetings with Government of Iraq officials on the United Nations Development Assistance Framework for Iraq for 2015-2019 and its contributions to the national development plan
- 2 regional forums on cross-border issues, namely water management and dust storms
- 15 capacity-building and development projects with the Government of Iraq, the Kurdistan regional government and United Nations agencies on public sector modernization, the environment, internally displaced persons, social and justice issues, governance and disaster risk reduction
- 9 information management projects, in collaboration with United Nations agencies, for government partners, including 4 information databases on Iraqi children and health facilities mapping
- Monthly grass-root meetings in each governorate to provide support for and strengthen the Government's efforts at national reconciliation

External factors

62. The Mission is expected to achieve its objectives provided that: (a) the security situation remains sufficiently permissive, and the United Nations has sufficient security and logistical resources to enable the mobility and activities of its staff; (b) stakeholders' political will remains committed to inclusive national dialogue, social cohesion and unity in Iraq; (c) events unfolding in the wider region do not adversely affect Iraq's internal political stability; (d) no additional large cross-border population movements occur as a result of regional conflict; (e) no natural or man-made disasters occur that would require the realignment of human and financial resources; (f) sufficient capacity in national and subnational structures and institutions allow continued engagement between the United Nations, the Government of Iraq, the Kurdistan regional government and civil society to resolve outstanding governance, security and economic issues; (g) sufficient financing is available to enable agencies involved in humanitarian and development affairs to implement their programmes; (h) bilateral relationships between Iraq and neighbouring countries, in particular the Islamic Republic of Iran, Saudi Arabia and Turkey, do not have a negative impact on political developments in Iraq and on the Mission's ability to deliver on its mandate; and (i) events in the Syrian Arab Republic do not have a significant negative impact on stability in Iraq and on the Mission's work in the country.

III. Resource requirements

63. The proposed resource requirements for UNAMI for the period from 1 January to 31 December 2017 are estimated at $117,432,000 (net of staff assessment), as

shown in table 1. Tables 2 and 3 provide details concerning the staffing requirements. The report allows for a comparison between the total requirements for 2017 and the total requirements for 2016, as approved by the General Assembly in its resolution 70/248 A.

Table 1
Total resource requirements (net)

(Thousands of United States dollars)

	1 January-31 December 2016			*Requirements for 1 January-31 December 2017*				
Category	*Appropriation* (1)	*Estimated expenditure* (2)	*Variance* (3)=(1)-(2)	*Appropriation 2016* (4)=(1)	*Total requirements* (5)	*Non-recurrent requirements* (6)	*Variance (2017-2016)* (7)=(5)-(4)	*Net requirements for 2017*[a] (8)=(5)-(3)
Military and police personnel costs	8 581.4	7 988.2	593.2	8 581.4	8 287.0	–	(294.4)	7 693.8
Civilian personnel costs	79 740.9	80 982.7	(1 241.8)	79 740.9	80 976.7	–	1 235.8	82 218.5
Operational costs	31 221.5	29 452.0	1 769.5	31 221.5	28 168.3	–	(3 053.2)	26 398.8
Total	**119 543.8**	**118 422.9**	**1 120.9**	**119 543.8**	**117 432.0**	–	**(2 111.8)**	**116 311.1**

[a] Net requirements after taking into account the estimated underexpenditure or overexpenditure for 2016.

Table 2
Total staffing requirements

	Professional and higher categories									*General Service and related categories*			*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	***Total***
Approved 2016	1	2	1	6	17	57	54	8	**146**	210	–	**356**	116	401	**873**
Proposed 2017	1	2	1	6	16	57	53	8	**144**	207	–	**351**	114	393	**858**
Change	–	–	–	–	**(1)**	–	**(1)**	–	**(2)**	**(3)**	–	**(5)**	**(2)**	**(8)**	**(15)**

64. The total staffing complement proposed for UNAMI for 2017 amounts to 858 positions, comprising 351 international staff (144 Professional and 207 Field Service) and 507 national staff (114 National Professional Officers and 393 Local level staff) and an authorized strength of 245 contingent personnel of the guard units. A total of 16 positions are proposed for abolishment and 1 new position is proposed for establishment.

65. A breakdown of the staffing establishment by location is provided in table 3.

Table 3
Staffing requirements by location

	Professional and higher categories									*General Service and related categories*			*Local level*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*Total*
Approved 2016															
Baghdad	1	2	1	5	11	41	32	6	99	141	–	240	77	199	516
Baghdad International Airport	–	–	–	–	–	1	1	–	2	16	–	18	2	13	33
Basra	–	–	–	–	–	3	2	–	5	8	–	13	3	14	30
Erbil	–	–	–	–	5	3	10	2	20	19	–	39	28	86	153
Kirkuk	–	–	–	–	–	3	6	–	9	16	–	25	4	20	49
Kuwait	–	–	–	–	–	2	1	–	3	10	–	13	–	67	80
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	4
Amman	–	–	–	–	1	–	–	–	1	–	–	1	–	1	2
Mosul	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
New York	–	–	–	–	–	3	2	–	5	–	–	5	–	–	5
Total	**1**	**2**	**1**	**6**	**17**	**57**	**54**	**8**	**146**	**210**	**–**	**356**	**116**	**401**	**873**
Proposed 2017															
Baghdad	1	2	1	5	11	39	31	5	95	141	–	236	79	194	509
Baghdad International Airport	–	–	–	–	–	1	1	1	3	18	–	21	2	17	40
Basra	–	–	–	–	–	2	3	–	5	4	–	9	4	12	25
Erbil	–	–	–	–	4	5	10	1	20	22	–	42	19	83	144
Kirkuk	–	–	–	–	–	3	5	–	8	14	–	22	5	20	47
Kuwait	–	–	–	–	–	2	1	1	4	8	–	12	–	63	75
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	4
Amman	–	–	–	–	1	–	–	–	1	–	–	1	–	1	2
Mosul	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
Najaf	–	–	–	–	–	1	–	–	1	–	–	1	3	2	6
New York	–	–	–	–	–	3	2	–	5	–	–	5	–	–	5
Total	**1**	**2**	**1**	**6**	**16**	**57**	**53**	**8**	**144**	**207**	**–**	**351**	**114**	**393**	**858**
Change from 2016 to 2017	**–**	**–**	**–**	**–**	**(1)**	**–**	**(1)**	**–**	**(2)**	**(3)**	**–**	**(5)**	**(2)**	**(8)**	**(15)**

66. Changes in the staffing establishment for individual substantive and administrative offices compared with 2016 are set out below.

67. In 2017, it is proposed that 16 positions (1 P-5, 1 P-3, 1 P-2, 3 Field Service, 2 National Professional Officer and 8 Local level) be abolished in various offices and 1 new position (P-2) be established. These proposals result in the net reduction of 15 positions, as detailed in the following tables. It is also proposed that one position (Field Service) be reclassified.

Proposed reclassification of positions

68. One position of Travel Assistant (Field Service) is proposed for reclassification to Travel Assistant (Local level).

Table 4
Proposed abolishment of approved positions

	Professional and higher categories									*General Service and related categories*		*National staff*			
Organizational unit	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*Total*
Office of the Chief of Staff	–	–	–	–	–	–	–	(1)	(1)	–	–	(1)	–	–	(1)
Public Information Office	–	–	–	–	–	–	–	–	–	–	–	–	(2)	–	(2)
Security Section	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	–	(4)	(5)
Office of the Chief of Mission Support	–	–	–	–	(1)	–	–	–	(1)	–	–	(1)	–	(1)	(2)
Human Resources Section	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	(1)
Procurement Section	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	(1)
Surface Transport Section	–	–	–	–	–	–	–	–	–	–	–	–	–	(2)	(2)
Kuwait Joint Support Office	–	–	–	–	–	–	–	–	–	(2)	–	(2)	–	–	(2)
Total	**–**	**–**	**–**	**–**	**(1)**	**–**	**(1)**	**(1)**	**(3)**	**(2)**	**–**	**(5)**	**(2)**	**(9)**	**(16)**

Table 5
Proposed establishment of new positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
Organizational unit	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*Total*
Office of the Chief of Staff	–	–	–	–	–	–	–	1	–	–	–	1	–	–	1
Total	–	–	–	–	–	–	–	**1**	–	–	–	**1**	–	–	**1**

A. Substantive offices

Office of the Special Representative of the Secretary-General

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	1	–	–	–	1	3	1	–	**6**	2	–	**8**	2	1	–	**11**
Proposed 2017	1	–	–	–	1	3	1	–	**6**	2	–	**8**	2	1	–	**11**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

69. The Special Representative of the Secretary-General, at the Under-Secretary-General level, is the head of the Mission and undertakes the mandate vested in the Mission by the Security Council. The Special Representative is the United Nations designated official for security.

70. The immediate Office of the Special Representative, located in Baghdad, comprises one Special Adviser (P-5), two Special Assistants to the Special Representative (1 P-4, 1 P-3), one Administrative Officer (Field Service) and two Administrative Assistants (1 Field Service, 1 Local level).

71. The Gender Unit of the Office in Baghdad is headed by one Gender Adviser (P-4), supported by one Gender Affairs Officer (National Professional Officer).

72. The mission will deploy a Senior Women Protection Adviser at the P-5 level in the Office of the Special Representative of the Secretary-General, funded from extrabudgetary sources. The Senior Women Protection Adviser will be located in the Office of the Special Representative of the Secretary-General in Erbil and will work closely with the Gender Unit and the Human Rights Office.

73. The Child Protection Unit based in Baghdad is headed by one Child Protection Adviser (P-4), supported by one Child Protection Officer (National Professional Officer).

Office of the Chief of Staff

International positions: Abolishment of 1 position (P-2)

Establishment of 1 position (P-2)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	1	–	3	3	4	2	**13**	2	–	**15**	11	5	–	**31**
Proposed 2017	–	–	1	–	3	3	4	2	**13**	2	–	**15**	11	5	–	**31**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

74. The Office of the Chief of Staff is responsible for ensuring the integrated and coherent functioning of the Mission across all areas, components and locations. The Office is the principal interface on strategic programme, planning and coordination within the Mission and with the United Nations country team, the Government of Iraq, embassies and other international and national partners. In that capacity, the Chief of Staff oversees the core mechanisms and processes that enable the integrated delivery of the Mission's mandate, in particular strategic and operational planning, policy coordination, senior-level decision-making and information management.

75. Based in Baghdad, the Chief of Staff (D-2) is supported by one Special Assistant (P-3), one Personal Assistant (Field Service) and one Administrative Assistant (Local level). Reporting directly to the Chief of Staff will be one Senior Legal Adviser (P-5) and one Programme Officer (P-4). In addition, under the supervision of the Programme Officer, two government Liaison Officers (National Professional Officer), and one Administrative Assistant (Local level) will provide support and follow-up on protocol-related and administrative matters that pertain to staff movement and high-level missions to Iraq.

76. Also reporting directly to the Chief of Staff, one Senior Mission Planning and Coordination Officer (P-5), based in Baghdad, leads the preparation of Mission planning activities; acts as senior adviser to the Mission leadership through the Chief of Staff; engages with multiple internal and external actors in respect of complex planning processes; monitors implementation; and participates in the preparation of the Mission budget and reviews the implementation and monitoring of the Integrated Strategic Framework; and coordinates Mission-level support to the Headquarters-based Iraq Integrated Task Force and equivalent entities on other key planning tools in keeping with the Integrated Assessment and Planning Policy. The Senior Mission Planning and Coordination Officer is supported by one Planning Officer (P-4), one Associate Planning Officer (P-2), one Programme Officer (National Professional Officer) and one Administrative Assistant (Local level).

77. The Senior Legal Adviser (P-5), based in Baghdad, is supported by one Legal Affairs Officer (National Professional Officer) and one Legal Assistant (Local

level). Under the supervision of the Senior Legal Adviser, one Administrative Assistant (Field Service) provides administrative support for the Mission's Board of Inquiry functions.

78. The Mission's integrated Translation and Interpretation Unit is headed by one Chief Translator/Interpreter (P-4), supported by three international Translators/Interpreters (P-3) and five national Translators/Interpreters (National Professional Officer).

79. Also reporting to the Chief of Staff, the Erbil Regional Office is led by one Head of Office (P-5), supported by one Administrative Officer (National Professional Officer) in the conduct of those functions.

80. The conduct and discipline functions for UNAMI were merged in 2013 into an Integrated Conduct and Discipline Unit covering UNAMI, UNAMA, the United Nations Military Observer Group in India and Pakistan and the United Nations Regional Centre for Preventive Diplomacy for Central Asia, with UNAMI funding one position of Conduct and Discipline Officer (National Professional Officer), based in Baghdad. In Kuwait, the Chief of the Unit is supported by an Administrative Assistant (Local level) and one Associate Programme Management Officer (P-2). The Chief of Integrated Conduct and Discipline Unit (P-5), funded by UNAMA, reports through the Chief of Staff to the Head of Mission on all incidents of misconduct.

Organizational changes

81. It is proposed that one position of Associate Programme Management Officer (P-2) be abolished in the Programme and Planning Unit in Baghdad and one position of Associate Conduct and Discipline Officer (P-2) be established in Kuwait to strengthen the capacity and improve the responsiveness on matters related to conduct and discipline for the Mission.

82. The Associate Conduct and Discipline Officer will support the Chief of the Integrated Conduct and Discipline Unit in the exercise of his or her functions and responsibilities under the new accountability framework on conduct and discipline, by helping to ensure that the accountability of all the Heads of Mission/Office supported by the Unit are complied with and properly implemented and adequately supported. Under the supervision of the Chief of the Unit, he or she will coordinate with the focal points and other Mission components, as necessary, to ensure that the relevant reports are appropriately compiled and in keeping with acceptable timelines.

83. The incumbent will also be the focal point for electronic data and hard copy records in the Unit and shall assist the Chief and/or the focal points in conducting spot checks to verify that all entries on the internal database and Misconduct Tracking System are accurate and consistent.

Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	1	–	1	–	2	1	–	**5**	1	–	**6**	1	2	–	**9**
Proposed 2017	–	1	–	1	–	2	1	–	**5**	1	–	**6**	1	2	–	**9**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

84. The Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance leads the political pillar of UNAMI and oversees the work of the Office of Political Affairs, the Electoral Assistance Office, the Joint Analysis Unit and the Tehran liaison office.

85. The Office of the Deputy Special Representative (Assistant Secretary-General), located in Baghdad, comprises one Special Assistant (P-4), one Political Affairs Officer (P-3), one Personal Assistant (Field Service), and one Administrative Assistant (Local level).

86. The Deputy Special Representative is supported in Tehran by one Liaison Officer (D-1), one Political Affairs Officer (P-4), one Translator (National Professional Officer) and one Administrative Assistant (Local level).

Joint Analysis Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	1	4	–	**6**	1	–	**7**	3	1	–	**11**
Proposed 2017	–	–	–	–	1	1	4	–	**6**	1	–	**7**	3	1	–	**11**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

87. Integrated United Nations missions require an integrated strategy and capacity to coordinate and collect information from multiple sources in order to provide advice to senior leaders. The Joint Analysis and Policy Unit was established in 2013 within the Office of the Special Representative to provide focused, integrated, forward-looking analysis. It became a stand-alone unit in 2014. The Unit reports to the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance.

88. Based in Baghdad, the Joint Analysis Unit is headed by a Head of Unit (P-5), who manages and supervises the Unit. The Unit comprises one Senior

Analyst/Deputy Head (P-4), who coordinates all research and analytical output and supervises the thematic and technical teams, consisting of two Information Analysts (P-3), one Political Affairs Officer (P-3), one Economic Affairs Analyst (P-3), and three Research Analyst Officers (National Professional Officer). One Security Officer (Field Service) works closely with the Security Information and Operations Centre in the Security Section and with the Geographic Information System Unit in the Geospatial, Information and Telecommunications Technology Section to ensure integrated security analysis and information. One Administrative Assistant (Local level) carries out administrative tasks for the Unit.

Office of Political Affairs

International positions: *Redeployment of 1 position (P-5) from Erbil to Baghdad*

Redeployment of 1 position (P-4) from Baghdad to Erbil

Redeployment of 1 position (P-4) from Baghdad to Najaf

Redeployment of 1 position (P-3) from Kirkuk to Baghdad

Redeployment of 1 position (P-2) from the parliamentary support team to the Office of the Chief of Political Affairs

National positions: *Redeployment of 1 position (Local level) from Basra to Najaf*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	1	3	11	8	1	**24**	1	–	**25**	25	12	–	**62**
Proposed 2017	–	–	–	1	3	11	8	1	**24**	1	–	**25**	25	12	–	**62**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

89. The Office of Political Affairs is central to the Mission's political outreach and engagement. The Office provides substantive and long-term policy planning and strategic analysis to the Special Representative, the Deputy Special Representative for Political Affairs and Electoral Assistance and United Nations Headquarters. It maintains liaison with political parties, official State institutions, Parliament, the diplomatic community, civil society representatives, local communities across Iraq and other entities concerned. The Office has a lead role in providing advice and making recommendations to the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance, and in developing, organizing, engaging and following-up on various initiatives in furthering the Mission's core mandate. The Government of Iraq has requested UNAMI to facilitate the national reconciliation process and the Office of Political Affairs plays a key role in this process, which requires the Office to deploy its full resources, including

at the grass-roots level through intensive community engagement. The Office is also working on building political consensus around reforms proposed by the Prime Minister in response to popular demand. The Office is expected to work on political initiatives in support of the stabilization and reconstruction activities of the United Nations country team in areas retaken from ISIL control.

90. The Office of Political Affairs is headed by a Chief of Political Affairs (D-1), who reports directly to the Deputy Special Representative for Political Affairs and Electoral Assistance. In Baghdad, the Chief of Political Affairs is supported by two Political Affairs Officers (1 P-4, 1 P-3), one Associate Political Affairs Officer (P-2), two Administrative Assistants (1 Field Service, 1 Local level) and one Language Assistant (Local level).

91. In line with the mandate of the Mission, the Office of Political Affairs consists of teams working on national reconciliation, regional engagement, parliamentary support, governorate affairs and reporting and analysis. All teams report to the Chief of Political Affairs through two Senior Political Affairs Officers.

92. One Senior Political Affairs Officer (P-5) leads the national reconciliation and regional engagement teams. The national reconciliation team consists of four Political Affairs Officers (2 P-4, 2 National Professional Officer). In the regional engagement team, one Political Affairs Officer (P-3) monitors regional developments and liaises with the diplomatic community in Baghdad to ensure the coherence of the positions of the international community in providing support to the Government of Iraq. The teams will be supported by one Language Assistant (Local level).

93. One Senior Political Affairs Officer (P-5) leads the reporting and analysis, parliamentary support, and governorate affairs teams. The reporting and analysis team consists of five Political Affairs Officers (2 P-3, 3 National Professional Officer), and one Administrative Assistant (Local level). To monitor activity in the Parliament, the parliamentary support team consists of three Political Affairs Officers (1 P-4, 2 National Professional Officer) and one Language Assistant (Local Level). In the governorate affairs team, two Political Affairs Officers (1 P-4, 1 P-3) coordinate the work of 11 Governorate Liaison Officers (11 National Professional Officer) based in Babil, Karbala, Salah al-Din, Muthanna, Diyala, Ninewah, Qadisiyah, Wasit, Anbar, Maysan, and Dhi Qar. The teams will be supported by one Administrative Assistant (Local level).

94. One Senior Political Affairs Officer (P-5) serves as liaison officer in Amman and is assisted by an Administrative Assistant (Local level).

95. One Political Affairs Officer (P-4) serves as the head of office in Najaf and is assisted by one Governorate Liaison Officer (National Professional Officer) and one Language Assistant (Local level).

96. In the Kurdistan region, the Office of Political Affairs comprises seven Political Affairs Officers (2 P-4, 1 P-3, 4 National Professional Officer). Two National Professional Officers are based in Erbil. One National Professional Officer each are based in Dohuk governorate and Suleymaniyah. Both locations are supported by one Administrative Assistant (Local level) and one Language Assistant (Local level).

97. The Office of Political Affairs in Kirkuk comprises two Political Affairs Officers (1 P-4, 1 National Professional Officer) and is supported by one Administrative Assistant (Local level) and one Language Assistant (Local level).

98. The Office of Political Affairs in Basra comprises one Political Affairs Officer (P-4) and one Governorate Liaison Officer (National Professional Officer).

99. In New York, three Political Affairs Officers (1 P-4, 2 P-3) provide political, operational and planning support to UNAMI in the Department of Political Affairs Iraq team.

Organizational changes

100. It is proposed that the position of Senior Political Affairs Officer (P-5) be redeployed from the Office of Political Affairs in Erbil to Baghdad. National reconciliation is gaining synergy with the military gains made by the Iraqi Security Forces and the impending plans for the liberation of Mosul. In the aftermath of the liberation of Mosul and other parts of Ninewah, national reconciliation work, including Ninewah community reconciliation, is expected to deepen and broaden and should be handled from the Mission headquarters in Baghdad under the guidance of the Office of the Special Representative of the Secretary-General. This position would be dedicated towards that role and function. He or she is expected to lead a core team of Office of Political Affairs staff who would provide the required support.

101. It is proposed that one position of Political Affairs Officer (P-4) be redeployed from the regional engagement team in Baghdad to Erbil. The regional engagement team in Erbil is playing a more significant role when the relations between Baghdad and Erbil are becoming an increasingly important issue. The Office of Political Affairs in Erbil is expected to engage in more outreach with key interlocutors in the Kurdistan region in support of the Special Representative, the Deputy Special Representative for Political Affairs and Electoral Assistance and the Head of Office in Erbil as well as the Political Director in Baghdad. The proposed redeployment of the P-4 position from Baghdad to Erbil would be instrumental in covering these activities.

102. It is proposed that one position of Political Affairs Officer (P-4) be redeployed from the Office of the Chief of Political Affairs from Baghdad to Najaf. As requested by the Special Representative and in view of the implementation of the Mission's mandate, it was decided that UNAMI would establish a presence in Najaf.

103. It is proposed that one position of Political Affairs Officer (P-3) be deployed from Kirkuk to the Office of the Chief of Political Affairs in Baghdad to handle expectedly more engagement with national reconciliation processes in support of the Special Representative, the Deputy Special Representative for Political Affairs and Electoral Assistance and to cover the gap to be created by the reassignment of two positions of Public Affairs Officer (P-4) from Baghdad, one each to Erbil and Najaf.

104. It is proposed that one position of Associate Political Affairs Officer (P-2) be redeployed from the parliamentary support team to the Office of the Chief of Political Affairs. The Associate Political Affairs Officer will be responsible for

performing the duties of a Special Assistant while performing reporting and other functions in the Office of Political Affairs.

105. It is proposed that one position of Language Assistant (Local level) be redeployed from Basra to Najaf to support the proposed establishment of the Office of Political Affairs in Najaf.

Electoral Assistance Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	1	2	3	–	–	**6**	–	–	**6**	2	5	–	**13**
Proposed 2017	–	–	–	1	2	3	–	–	**6**	–	–	**6**	2	5	–	**13**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

106. The Electoral Assistance Office is headed by the Chief Electoral Adviser (D-1) and supported in Baghdad by one Senior Electoral Officer (P-5), two international Electoral Officers (P-4), one National Electoral Officer (National Professional Officer), two Language Assistants (Local level) and two Administrative Assistants (Local level), and in the Kurdistan region by one Senior Electoral Officer (P-5), one Electoral Officer (National Professional Officer) and Administrative Assistant (Local level). One Electoral Officer (P-4) in New York will continue to support the team in the Mission area.

Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs

International positions: *Redeployment of 1 position (P-5) from the Joint Coordination and Monitoring Centre to the Monitoring and Evaluation Unit*

National positions: *Redeployment of 1 position (National Professional Officer) from the field unit in Babil to the Monitoring and Evaluation Unit in Baghdad*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	1	–	–	1	6	5	1	**14**	1	–	**15**	29	4	–	**48**
Proposed 2017	–	1	–	–	1	6	5	1	**14**	1	–	**15**	29	4	–	**48**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

107. The Deputy Special Representative for Development and Humanitarian Affairs assumes the responsibilities of the United Nations Resident Coordinator, the United Nations Humanitarian Coordinator and UNDP Resident Representative, and leads the United Nations country team and the humanitarian country team.

108. The immediate office of the Deputy Special Representative, based in Baghdad, comprises the Deputy Special Representative of the Secretary-General (Assistant Secretary-General), supported by one Chief, Development and Humanitarian Affairs (P-6, funded by the Development Operations Coordination Office), who oversees and manages all the substantive activities of the Office, one Programme Manager (P-4), two Special Assistants (1 P-4, 1 P-3), who provide day-to-day support to the Deputy Special Representative, one Personal Assistant (Field Service) and one Administrative Assistant (Local level).

109. The Office of the Deputy Special Representative of the Secretary-General focuses on key mandate priorities, including coordinating humanitarian efforts, supporting stabilization in newly recaptured areas and the return of displaced populations, promoting and facilitating social cohesion and reconciliation, and coordinating support for recovery and development activities and the Government's reform agenda.

110. Under the guidance of the Deputy Special Representative, Resident Coordinator and Humanitarian Coordinator through the Head of the Integrated Coordination Office for Development and Humanitarian Affairs, the Field Unit of the Integrated Coordination Office provides coordination and information support to humanitarian partners and the country team members. Through its field liaison, the Integrated Coordination Office also supports stabilization efforts in newly recaptured areas, promotes the safe and voluntary return of displaced populations, facilitates recovery activities, supports reconciliation at the local level and coordinates with non-governmental organizations, community-based organizations, United Nations agencies and donor partners to ensure coherent responses and engagement at the governorate, district and city levels. The Coordination Unit of the Integrated Coordination Office supports high-level engagement with counterparts, partners, United Nations agencies and donors on humanitarian response, stabilization, recovery, returns and development, and will support the broad efforts of the United Nations system towards reconciliation, helping to facilitate the engagement of United Nations agencies with the Government's programme for national reconciliation at the local level.

111. The Field Unit comprises four Humanitarian Affairs Officers (2 P-4, 2 P-3), one each based in Baghdad, Basra, Erbil and Kirkuk. The Unit is structured around central, south and north hubs, each of which will be managed by National Professional Officers serving as a hub coordinator and as interlocutors with local authorities, collecting data on stabilization, recovery, returns, development and humanitarian trends, and facilitating the implementation of United Nations-supported community-based activities. There are two Humanitarian Affairs Officers (National Professional Officer) in each of the governorates of Anbar, Baghdad, Salah al-Din, Diyala, Karbala, Ninewah, Dohuk, Erbil, Suleymaniyah and Kirkuk and one Humanitarian Affairs Officer (National Professional Officer) in each of the governorates of Babil, Qadisiyah, Wasit, Najaf, Basra, Dhi-Qar, Muthanna and Maysan. Two Administrative Assistants (Local level) will be deployed to support the work of the two largest hubs, in Baghdad and Erbil.

112. The Coordination Unit is comprised of three teams. The monitoring, evaluation and reporting team, based in Baghdad, will be headed by a Senior Programme Officer (P-5) supported by a Humanitarian Affairs Officer (National Professional Officer). The team guides the hubs in developing monitoring and reporting tools in support of Office priorities, supports the monitoring and evaluation of the Integrated Strategic Framework, and leads the monitoring and evaluation of the United Nations Development Assistance Framework and the Kurdistan region of Iraq trust fund. Two Humanitarian Affairs Officers (1 P-4, 1 P-3), based in Baghdad, provide support to the Government, serving as the link between the United Nations and the Government of Iraq within the Joint Coordination and Monitoring Centre, and provide support to government coordination mechanisms at all levels. The coordination support team comprises two Humanitarian Affairs Officers (1 P-4, 1 P-3) and one Associate Humanitarian Affairs Officer (P-2), based in Baghdad, who are responsible for policy and planning frameworks, facilitate the coordination of inter-agency and integrated activities within the United Nations Development Assistance Framework for Iraq and the Integrated Strategic Framework, and support relations with donors, Governments and other stakeholders on reconstruction and development priorities. The Coordination Unit also includes a Reporting Officer (National Professional Officer funded by the Development Operations Coordination Office) and an Administrative Assistant (Local level).

Organizational changes

113. In the context of an increased focus on stabilization and recovery in newly liberated areas, and on the Government's national reform programme, the Mission recognizes the need to strengthen the monitoring and evaluation mechanisms of the Integrated Strategic Framework, the United Nations Development Assistance Framework and the Kurdistan region of Iraq trust fund. A new Monitoring and Evaluation Unit, to be based in Baghdad, will be created by redeploying the Senior Programme Officer (P-5), who was previously supporting the Joint Coordination and Monitoring Centre, and a Humanitarian Affairs Officer (National Professional Officer), previously assigned to Babil, but whose support to that office is already covered by another Humanitarian Affairs Officer.

Human Rights Office

National positions: *Redeployment of 1 position (National Professional Officer) from Baghdad to Najaf*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	1	2	6	7	–	**16**	1	–	**17**	15	10	–	**42**
Proposed 2017	–	–	–	1	2	6	7	–	**16**	1	–	**17**	15	10	–	**42**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

114. The Human Rights Office focuses its activities in partnership with all relevant stakeholders (including the United Nations, the Government of Iraq and civil society) on a number of core areas that constitute the main human rights and rule of law factors which underpin the ongoing cycles of violence in Iraq: the protection of civilians from the effects of armed conflict and terrorism; comprehensive criminal justice law/institutional reform (including policies to combat terrorism and violent extremism while respecting and protecting human rights and the rule of law); transitional justice and community reconciliation; comprehensive legal and policy reform on the protection of women and children from sexual and gender-based violence and conflict-related sexual violence; comprehensive legal and policy reform on the protection of minorities and their full and equal participation in the political, economic and social life of Iraq; State institutional capacity-building, including of the national human rights institutions, the committees of the Council of Representatives, judiciary, law enforcement officials and ministries; and equal and non-discriminatory access to basic services (economic, social and cultural rights).

115. The Human Rights Office operates from the UNAMI regional offices located in Basra, Kirkuk, Erbil and Baghdad and has human rights officers located in Mosul (temporarily relocated to Dohuk) and Najaf, thus giving the Office nationwide reach.

116. The Human Rights Office is headed by a Chief Human Rights Officer (D-1) located in Baghdad, who reports directly to the Special Representative, and ensures the delivery of the mandate of the Mission relating to human rights and the rules of law. A Senior Human Rights Officer (P-5), under the supervision of the Chief Human Rights Officer, has the responsibility for daily management of the Office staff and ensures the delivery of human rights programmes and activities undertaken by the Office in Baghdad, Kirkuk and Basra. A Personal Assistant (Field Service) provides assistance to the Chief Human Rights Officer.

117. In Baghdad, one Human Rights Officer (P-4), assisted by three Human Rights Officers (1 P-3, 2 National Professional Officer) implements activities on the protection of civilians and implementation of rule of law activities in partnership with United Nations system and other stakeholders. One Human Rights Officer (P-4) assisted by three Human Rights Officers (1 P-3, 2 National Professional Officer), in partnership with the United Nations system and Iraqi stakeholders, delivers activities promoting the respect for women and protection of women from all forms of violence, the enhancement of their rights, the protection of minorities and enhancement of their rights, and transitional justice/community reconciliation. One Human Rights Officer (P-4), assisted by two Human Rights Officers (1 P-3, 1 National Professional Officer), works in partnership with the United Nations system and Iraqi stakeholders, to build the capacity of national institutions (such as the Iraqi High Commission for Human Rights, the Human Rights Committee of the Parliament, the Ministry for Human Rights) and assists the Government with the implementation of the national action plan on human rights. Two Language Assistants (Local level) provide assistance to international staff in translating documents, correspondence and reports, and in interpretation during meetings with Iraqi interlocutors. Two Administrative Assistants (Local level) provide assistance with the coordination of all administrative matters relating to the Human Rights Office staff in Baghdad and human right staff located elsewhere in the Mission. One

Database Assistant (Local level) provides technical support to the Human Rights Office by managing the Office's database systems and oversees the operation of the Office's website and other technical matters related to file-keeping, data storage and retrieval.

118. The Human Rights Office in Erbil ensures delivery of the UNAMI mandate in relation to human rights issues in the Kurdistan region of Iraq. It undertakes regular coordination, liaison and training with government ministries, the Kurdistan regional parliament and other regional and judicial institutions, as well as civil society groups, including non-governmental organizations. A particular focus of the Office is the rights of women, the rights of ethnic and religious minorities and the rule of law. The Office is headed by a Senior Human Rights Officer (P-5), who is responsible for the daily management of the Office and its staff, for identifying human rights priorities in the Kurdistan region of Iraq and for implementing activities in responses to those issues in consultation with the Chief Human Rights Officer. The Senior Human Rights Officer is supported by seven Human Rights Officers (1 P-4, 2 P-3, 4 National Professional Officer). In addition, a Human Rights Officer (National Professional Officer) is based in Mosul, but will report to the Erbil Office on human rights issues affecting the Ninewah governorate. The Human Rights Office in Erbil also has two Language Assistants (Local level) and one Administrative Assistant (Local level) to provide assistance to the staff of the Office with administrative matters.

119. The Human Rights Office in Basra is headed by one Human Rights Officer (P-4), supported by three Human Rights Officers (1 P-3, 2 National Professional Officer) and one Language Assistant (Local level).

120. One Human Rights Officer (National Professional Officer) is based in the Najaf governorate to facilitate civil society and government authorities in the south central governorates to promote the respect for and protection of human rights and the rule of law.

121. The Human Rights Office in Kirkuk is headed by one Human Rights Officer (P-4),supported by three Human Rights Officers (1 P-3, 2 National Professional Officer) and one Language Assistant (Local level).

Organizational changes

122. Given the reorientation of the work of the human rights office in the light of changes on the ground, it is essential that the Office consolidate its activities in those areas of the country that have not been directly affected by armed conflict, but which suffer from human rights and rule of law issues and which could serve as vectors of violence in the future. Accordingly, to address human rights and rule of law needs and to support both local government and civil society actors in the south central governorates of Iraq, it is proposed that one position of Human Rights Officer (National Professional Officer) be redeployed from Baghdad to Najaf.

Public Information Office

National positions: *Redeployment of 1 position (National Professional Officer) from Kirkuk to Baghdad*

Redeployment of 1 position (Local level) from Baghdad to Kirkuk

Abolishment of 2 positions (National Professional Officer)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	1	1	1	1	1	5	–	–	5	9	4	–	18
Proposed 2017	–	–	–	1	1	1	1	1	5	–	–	5	7	4	–	16
Change	–	–	–	–	–	–	–	–	–	–	–	–	(2)	–	–	(2)

123. The Integrated Strategic Framework and the Special Representative's management plan identified communications as a priority area of action to promote the image of the United Nations as an impartial partner of the Iraqi people and to foster dialogue on important topics for the Iraqi society. The main task of the UNAMI Public Information Office is to provide advice, plan and implement communications activities aimed at Iraqi society and at external and internal stakeholders to strengthen the understanding of the role of UNAMI and the United Nations in the country, as well as a better understanding of Iraq within the United Nations. More specifically, the role of the Public Information Office includes promoting the Mission's role in assisting Iraq in achieving national reconciliation, resolving internal boundary disputes, strengthening its governmental institutions, engaging neighbouring countries, promoting the protection of human rights, aiding vulnerable groups and bringing about judicial and legal reforms.

124. The Public Information Office leads the implementation of the integrated Mission's public information strategy, as well as public information and outreach activities in Iraq, including the commemoration of United Nations days, and supports the substantive sections and United Nations country team members in their outreach activities. To reach its target audiences (the Iraqi population and media, the Iraqi authorities, the international media, donor countries and United Nations staff), the Office will use the capacity of the spokesperson, media relations, media monitoring, video and photography, social media, outreach, publications and the United Nations Iraq website.

125. In the light of the role played by social media in the ongoing developments in the Arab world and its impact on the regional context, UNAMI will consolidate its presence on sites such as Twitter, Facebook and YouTube, and will implement a social media strategy, given that messages and information disseminated through

social media tools can potentially reach a much larger and more diverse audience than any of the communications tools currently used by the Mission.

126. The Public Information Office is headed by a Chief of Public Information and Spokesperson (D-1), supported by a Deputy Chief of Public Information and Spokesperson (P-5), both based in Baghdad.

127. In Baghdad, the office is staffed by seven Public Information Officers (1 P-4, 1 P-3, 5 National Professional Officer), one Associate Public Information Officer (P-2) and one Administrative Assistant (Local level).

128. In Erbil, the office is staffed by two Public Information Officers (National Professional Officer), one Public Information Assistant (Local level) and one Language Assistant (Local level).

129. Supervised from the Baghdad office, the Kirkuk office consists of one Public Information Assistant (Local level).

Organizational changes

130. Two positions of Public Information Officer (National Professional Officer) in Baghdad are proposed to be abolished as they have been vacant for more than 18 months and are no longer needed.

131. As the daily activities of the Office in Baghdad have revealed the need to continuously maintain a high level of responsiveness at the times when maximum support is required, in order to provide accurate and timely reporting on events and developments, to improve outreach to the various political and media stakeholders and to adjust the level of responsibility to the volume of activities in Kirkuk, for organizational and operational requirements it is proposed for 2017 that one position of Associate Public Information Officer (National Professional Officer) be redeployed from Kirkuk to Baghdad and that the position of one Public Information Assistant (Local level) be redeployed from Baghdad to Kirkuk. This minor structural reorganization of the Public Information Office, with the relocation of the two positions between Baghdad and Kirkuk will allow staff members to perform critical functions for the Office when they are needed the most in the most efficient way and will contribute to the optimal performance of the whole Public Information Office.

Security Section

International positions: *Redeployment of 4 positions (Field Service) from Basra to Erbil*

Redeployment of 2 positions (Field Service) from the Security Coordination Unit in Kirkuk to the Close Protection Unit in Baghdad

Abolishment of 1 position (P-3)

National positions: *Redeployment of 1 position (Local level) from Baghdad to Najaf*

Abolishment of 4 positions (Local level)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	6	5	2	**13**	115	–	**128**	10	119	–	**257**
Proposed 2017	–	–	–	–	–	6	4	2	**12**	115	–	**127**	10	115	–	**252**
Change	–	–	–	–	–	–	**(1)**	–	**(1)**	–	–	**(1)**	–	**(4)**	–	**(5)**

132. The safety and security of the staff of UNAMI and of the agencies, funds and programmes serving in Iraq is managed, on behalf of the designated official, by the United Nations Principal Security Adviser (D-1 funded by the Department of Safety and Security), who is also the head of the Security Section in Iraq. This coordinated and integrated approach enables the United Nations to operate in the high-risk, insecure and fluid environment of Iraq at substantially reduced risk to United Nations staff, assets and programmes. The Section supports the United Nations Security Management System organizations in Iraq, by planning, developing, coordinating and implementing all required measures to mitigate potential risks and enable programme delivery. The security environment remains volatile and consistently changing, with the existing indicators present showing that there is no sign of improvement on the sectarian nature of the ongoing conflict and it is likely that such violence will continue in the foreseeable short to medium term. With the heightened profile of the United Nations associated with its humanitarian assistance efforts and political engagements, the threats faced by the United Nations Security Management System organizations in Iraq are also expected to increase in 2017, corresponding to any further and/or increase in violence, which necessitates adequate security resources in order to enable operations with a minimized level of risk.

133. The Security Section consists of the following major components:

(a) The Office of the Principal Security Adviser, also known as the Strategic Plans and Administrative Support, which reports to the Principal Security Adviser;

(b) The Government of Iraq Liaison Unit, which reports to the Principal Security Adviser;

(c) The Deputy Security Adviser for Operations, who reports to the Principal Security Adviser, supervises operational-related units, including the Security Information and Operations Centre, the Close Protection Unit and the Area Security Coordination units in Baghdad and the rest of the hubs;

(d) The Security Coordination Unit, based in New York, supports the UNAMI Security Section in Iraq by ensuring the timely and continuous coordination with the Department of Safety and Security of the Secretariat. The Unit consists of one Security Officer (P-4);

(e) The Operational Support Coordination Unit, which reports to the Principal Security Adviser, supervises the Fire Safety Unit and the Pass and ID Unit.

134. The Mission headquarters component of the Security Section in Iraq is situated in Baghdad and is led by the Principal Security Adviser (D-1, funded by the Department of Safety and Security). The Principal Security Adviser is responsible for the coordination, command, control and management of all UNAMI security staff and facilities of the Mission as well as coordinating the effective functioning of the security cell, which comprises all the security advisers of the United Nations Security Management System organizations in Iraq. The Principal Security Adviser reports directly to the Special Representative of the Secretary-General, who is also the designated official for security in Iraq. The incumbent is also the primary security adviser to the designated official and the security management team. He is supported by the Deputy Security Adviser for Operations (P-4, funded by the Department of Safety and Security).

135. The Office of the Principal Security Adviser or Security Strategic Plans and Administrative Support Unit provides planning and monitoring for the Mission strategic security management; develops and updates the Mission security procedures and guidelines; participates in the development and updating of the Mission forward-looking planning; prepares and coordinates the submission of reports and returns to United Nations Headquarters; and serves as the secretariat for the country security management team. The Office is also responsible for the daily handling of staff administrative issues both for national and international staff covering recruitment, placement, contract renewals, attendance, performance-related functions, and the preparation of the security annual budget for staffing and travel-related costs for the Section; and maintains close liaison and coordination with relevant Mission support sections; including budget, human resources and other relevant sections in relation to administrative functions of the Security Section in Iraq. The Unit is headed by one Security Officer (P-4), who is deputized by one Associate Coordination Officer (P-2) and two Security Officers (1 Field Service, 1 National Professional Officer).

136. The Government of Iraq Liaison Unit is responsible for carrying out all the necessary liaison functions with the relevant offices and entities of the Government of Iraq and facilitates the operations of the Security Section and maintains liaison with the security authorities of the host Government on security-related matters. It also facilitates the issuance of special government-provided identification badges for United Nations personnel in order for them to gain easy access to the

government institutions. The Unit comprises one Security Officer (Field Service), supported by one Security Assistant (Local level).

137. The Security Training Unit is responsible for identifying, determining and organizing training requirements for the Security Section in Iraq and conducting and facilitating relevant in-house training programmes. A major aspect of training activities is the delivery of safe and secure approaches in field environment training and refresher trainings to the United Nations staff members and associated personnel; emergency trauma bag training and the delivery of firearms qualification and requalification of the close protection teams and security officers. The Unit is headed by one Security Officer (P-4) and is supported by one Security Officer (Field Service), who acts as a deputy and three Security Training Officers (Field Service) and one Administrative Assistant (Local level). The Unit has a subunit in Erbil, which serves as focal point for all safe and secure approaches in field environment training for new arrivals and refresher trainings. It closely coordinates with the Security Section in Erbil, the mission training section, the Department of Safety and Security Training and Development Section and other relevant offices for the smooth delivery of the training needs mission-wide.

138. The Special Investigations Unit is responsible for initiating and conducting investigations related to the loss, theft or illegal use of United Nations-owned assets; traffic accidents and improper conduct of United Nations staff within the Mission area. The supervisor of the Unit performs supporting functions to the management and administration of the Mission. In accordance with the standard operating procedures of the Unit, the Unit has a Mission-wide jurisdiction entailing accurate interpretation of United Nations policies and procedures, and interacts on a regular basis with both the substantive and support sections of UNAMI, including the United Nations guard units and the country team. The Unit is headed by one Security Officer (Field Service, Officer level) as team leader and is supported by two Security Investigation Officers (Field Service) and one Security Investigation Assistant (Local level). The Unit has a subunit in Erbil that performs similar roles within the Kurdistan region of Iraq.

139. The Operational Support Coordination Unit is responsible for the implementation of standards set by the United Nations on technical security equipment and minimum operating security standards Mission-wide. This is carried out in close coordination with unit supervisors, field security coordination officers and agency security focal points. The Unit compiles all minimum operating security standards surveys submitted by Area Security Coordination units, reviews and provide inputs and monitors the implementation of the security measures. The Unit is responsible for the identification and preparation of annual Security Section logistical requirements, providing the logistics budget of the Security Section to the relevant sections (i.e., Supply, Engineering, Geospatial Information Telecommunications Technology Service and Transport), follow-up on the implementation of logistics budget in liaison and coordination with the concerned sections in Mission Support, the preparation of scope of requirements and scope of works, as required, monitoring all services and maintenance contracts. The Unit is also responsible for carrying out technical evaluations, as required, and for taking part in the preparation of the local security cost share budget, in collaboration with the Office of the Principal Security Adviser. It also supervises the Fire Safety

subunits both in the Mission headquarters and the hubs. In addition, the Unit ensures the production and issuance of identification cards to all staff of the United Nations Security Management System organizations, the United Nations guard units, consultants, contractors and visitors across the Mission. The Unit is headed by one Security Officer (P-4) and is supported by one Security Officer (National Professional Officer). The Unit has two subunits, namely the Fire Safety Subunit and the Pass and Identification Subunit. The Fire Safety Subunit is responsible for the provision of fire safety services, conducting fire safety assessments on United Nations facilities in all hubs and coordinating fire safety-related issues with local counterparts and also conducts training on fire safety functions for staff members. The Subunit coordinates with other detachments in the hubs to ensure fire safety across the United Nations premises in Iraq. The Subunit consists of one Fire Safety Officer (National Professional Officer) in each hub. The Pass and Identification Subunit is responsible for the production and issuance of identification cards to United Nations personnel deployed in Iraq and also for the production and issuance of grounds passes to contractors associated with the United Nations in Iraq. The Subunit consists of one Security Officer (Field Service) and one Security Assistant (Local level) in Baghdad.

140. The Deputy Security Adviser for Operations is responsible for coordinating security information and operations countrywide. The Deputy Security Adviser, who is funded by the Department of Safety and Security and acts as Principal Security Adviser in the absence of the incumbent, oversees the Security Information and Operations Centre, the Personnel Protection Coordination Unit and the Area Security Coordination units. The Security Information and Operations Centre has the overall responsibilities for security information management, operational planning and support for the activities of the United Nations Security Management System organizations. The Centre is headed by a Security Officer (P-4, funded by Department of Safety and Security). The Centre has information links with all hubs and relevant organizations associated with the United Nations and participates in inter-organizational security discussions, workshops and briefings. The Centre collects daily situation reports and information, assesses the security situation of Mission areas and its surroundings, determines security issues, develops and disseminates security warnings, and articulates security information for the security management team, members of the security cell and other United Nations personnel. In addition, the Centre develops and maintains a security incident database, compiles daily, weekly, monthly and quarterly security reports, produces UNAMI threat/risk maps and participates in security assessment missions and conducts regular briefings to its clients. The distribution of positions across the units and subunits and their functions is as follows:

(a) The Security Plans Unit is responsible for the planning and coordination of all operational activities of the Security Section in Iraq and such activity is carried out in close coordination with the senior staff of UNAMI entities and other agencies. The Unit is also responsible for coordinating and conducting assessments on minimum operating security standards, minimum operating residential security standards, security risk management, and the Facility Safety and Security Survey; prepares the country security plan and contingency plans and maintains the database. It also prepares security assessments for visiting senior United Nations officers, monitors threat-triggering factors, especially on a rapidly changing security

posture and prepares time-sensitive assessments and warnings. The Unit comprises two Security Officers (1 Field Service, 1 National Professional Officer) and one Security Assistant (Local level);

(b) The Security Operations Centre provides the management and control of the operations of the Security Section 24 hours a day, 7 days a week, serving as the Section's nerve centre for the response to operational contingencies and casualty and medical evacuation. The Centre is the coordination nucleus for major incident management, providing overall security supervision of the UNAMI facilities in coordination with the Iraqi security forces and the United Nations guard unit. The Centre is supervised by one Security Officer (Field Service) and comprises three Security Officers (Field Service) and four Security Assistants (Local level). It has one subunit, the Staff-Tracking Subunit, which monitors the movement of all the United Nations Security Management System organizations personnel within the Mission area. The Subunit maintains and constantly updates records in relevant systems to enable quick retrieval of all required information. It analyses statistical information, prepares reports for forward planning based on those statistics, coordinates security clearance requests within the Mission area, ensuring that all requests meet minimum operating security standards, and ensures that the staff ceiling in Iraq is maintained at all times. In addition, the Subunit liaises effectively with the offices of the Special Representative of the Secretary-General, the Deputy Special Representatives and the Chief of Staff, the Aviation and Movement Control Section, and various United Nations agencies as well as the Department of Safety and Security in New York regarding staff tracking, security clearance, and staff ceiling management chart for all locations in Iraq. The Subunit comprises two Security Officers (Field Service) and one Security Assistant (Local level);

(c) The Security Information Coordination Unit is responsible for the acquisition, collation and analysis of information that is directly and indirectly related to the security of United Nations Security Management System organizations' personnel, assets and programmes while maintaining information links with all relevant stakeholders. The Unit participates in discussions, workshops and briefings related to inter-organizational security; collects information; assesses the security situation; determines security issues; develops and disseminates time-sensitive security warnings; and articulates security information for the security management team and other United Nations personnel. In addition, the Unit develops and maintains a security incident database that is related to United Nations personnel and programmes, compiles and distributes to intended clients the daily, weekly, monthly and quarterly security situation reports, produces UNAMI threat/risk maps and participates in security assessment missions. The Unit is headed by a Senior Security Information Analyst (P-4), who serves as the Chief of the Security Information and Operations Centre in the absence of the incumbent and supervises three cells:

(i) The Acquisition Cell provides timely, accurate and actionable security threat information to United Nations personnel and programme managers in Iraq, and maintains a professional liaison with internal and external interlocutors. It comprises two Security Officers (1 Field Service, 1 National Professional Officer) and one Security Assistant (Local level);

(ii) The Collation Cell is responsible for collation of security-related information from sources and stakeholders, and maintaining key incident databases (geographical information system, information technology and security-level system). It continually reviews and improves security information to suit the changing Mission environment and clients' information needs. The Cell is responsible for disseminating security information to its clients and a variety of end-users through written, verbal and visual methods and formats; delivering daily, weekly and fortnightly briefs to the Principal Security Adviser, United Nations personnel, the security management team and security officers' working groups, and maintaining a professional liaison with internal and external interlocutors. The Subunit comprises one Security Officer (Field Service) and one Security Assistant (Local level);

(iii) The Analysis Cell is responsible for processing and analysing security information, identifying potential threats and ensuring situational awareness. It is also responsible for preparing security information products and monitoring and conducting analysis on key security information trends and indicators. It also provide analytical support to the Principal Security Adviser for planning missions within and to Iraq by assisting United Nations Security Management System organisations with forward operational planning, coordination, and continuous security assistance. The Cell comprises three Security Officers (2 Field Service, 1 National Professional Officer) and one Security Assistant (Local level);

(d) The Close Protection Unit provides effective, efficient and professional personal protective security services to all personnel of the United Nations Security Management System organizations to ensure their personal security and safety, to smoothly run the United Nations programmes and to secure their working environment in all duty stations in Iraq. The Unit is headed by one Close Protection Coordination Officer (P-3), supported by one Close Protection Officer (Field Service). There are five close protection teams in Baghdad under the Unit. Each team consists of 14 Close Protection Officers with a team leader (Field Service, Officer level), 4 deputy team leaders (Field Service) working in tandem, and 9 team members (Field Service), in accordance with the current policy of the Department of Safety and Security Protection Unit. The five teams are:

(i) Close protection team 1 is assigned primarily to provide close protection duties to all the movements of the Special Representative of the Secretary-General, both in and out of the country, in accordance with the current risk assessment. When the Special Representative is out of the Mission area, team 1 is tasked to provide protective support to the movements of the United Nations country team, UNAMI and visiting United Nations dignitaries on Red Zone missions. It also provides additional support to other close protection teams when needed. The team consists of 14 Close Protection Officers with a team leader (Field Service), 4 deputy team leaders (Field Service) working in tandem, 9 team members (Field Service) and 1 Security Assistant (Local level), who also functions as a driver;

(ii) Close protection team 2 is assigned primarily to provide close protection to all the movements and activities in-country of the two Deputy Special Representatives of the Secretary-General. When the Deputy Special

Representatives are out of the country, team 2 is tasked to provide support to the United Nations country team and UNAMI substantive staff missions in the Red Zone. It also provides additional support to other close protection teams, as needed. The team consists of 14 close protection officers with a team leader (Field Service), 4 deputy team leaders (Field Service) working in tandem, and 9 team members (Field Service);

(iii) Close protection team 3 is assigned primarily to provide support to all UNAMI substantive staff. It also provides close protection to high profile United Nations visitors and dignitaries, and conducts prior site survey and reconnaissance of sites for missions in and outside Baghdad. The team consists of 14 Close Protection Officers with a team leader (Field Service), 4 deputy team leaders (Field Service) working in tandem, 9 team members (Field Service) and 1 Security Assistant (Local level), who also functions as a driver;

(iv) Close protection team 4 is tasked primarily to provide protection to the regular armoured buses (Hippo) and support to logistics runs and shuttles to the Baghdad Airport commercial terminal for all incoming and outgoing United Nations Security Management System organizations personnel with the mobile security detail. It also provides support to all Red Zone missions with other close protection teams, as required. The team consists of 14 Close Protection Officers with a team leader (Field Service), 4 deputy team leaders (Field Service) working in tandem, and 9 team members (Field Service) and 1 Security Assistant (Local level), who also functions as a driver.

(v) Close protection team 5 functions primarily as the quick reaction team in response to all security incidents or emergencies involving all United Nations personnel or property. It serves as a readily available standby team for search and rescue operations. In addition, the team provides support to the regular movements of the United Nations country team. The team consists of 14 Close Protection Officers with a team leader (Field Service), 4 deputy team leaders (Field Service) working in tandem, and 9 team members (Field Service);

(e) There are four Area Security Coordination units that report to the Principal Security Adviser through the Deputy Security Adviser:

(i) The Area Security Coordination Unit in Baghdad is responsible for the coordination and operations of United Nations security-related activities within the central region of Iraq, which includes Baghdad, Diyala, Anbar and Najaf provinces. The Unit is headed by one Security Officer (P-4, funded by the Department of Safety and Security) and is supported by two Security Officers (1 Field Service, 1 National Professional Officer), and one Security Assistant (Local level, funded by the Department of Safety and Security) in Diyala. It comprises the following subunits:

a. The Premises Security subunit, which is in charge of the UNAMI Office and residential compounds, including the Diwan, D2 and Tamimi compounds and also the logistics base/workshop. The subunit is responsible for coordinating access control functions with other UNAMI sections, with country team security focal points and also with the United Nations guard units and local security authorities to ensure and maintain strict access control procedures in all United Nations facilities. The subunit is also responsible for

the supervision and training of security guard personnel and for ensuring the proper functioning of all security equipment such as closed-circuit television, communications radios and screening devices. The subunit is headed by one Security Officer (Field Service), supported by two Security Officers (Field Service) and 35 Security Assistants (Local level);

b. The Radio Room, which is responsible primarily for maintaining radio communications between and among United Nations personnel and operations around the clock, comprises eight Radio Operators (Local level);

c. The Baghdad International Airport Forward Support Base, which is responsible for the operations at the Forward Support Base operational hub, also coordinates the outgoing and incoming United Nations flights, United Nations personnel travelling on commercial flights and United Nations logistics shipments. The detachment comprises one Security Officer (Field Service), supported by one Security Officer (National Professional Officer) and two Security Assistants (Local level: one for premises security and one for fire safety);

d. The Security Subunit in Najaf, which assists the Security Section by providing direct support to the newly established United Nations office. The Subunit also gathers security information and performs all liaison and coordination duties with the local authorities in relation to staff safety and security. The Subunit is supported by one Security Assistant (Local level);

(ii) The Area Security Coordination Unit in Erbil is responsible for operations at the Kurdistan region of Iraq operational hub. The Unit is led by one Security Officer (P-4, funded by the Department of Safety and Security), who acts as Field Security Coordination Officer for the Kurdistan region of Iraq, one Security Officer (P-3), who acts as a Deputy Field Security Coordination Officer, and one Administrative Assistant (Local level). The Unit has 10 subunits:

a. The Operations Subunit, which provides operational support, comprises one Security Officer (Field Service), one Security Officer (National Professional Officer) and two Security Assistants (Local level);

b. The Premises Security Subunit, which is responsible for providing security services for United Nations facilities within the area of responsibility, comprises two Security Officers (Field Service) and 17 Security Assistants (Local level);

c. The Fire Safety Subunit, which is responsible for providing fire safety services to the premises and conducting general fire safety training to staff members, comprises one Fire Safety Assistant (Local level);

d. The Security Information Subunit, which is responsible for the gathering, collation, assessment and analysis of security information, comprises one Associate Security Officer (P-2), supported by one Security Officer (National Professional Officer);

e. The Radio Room Subunit, which is responsible for maintaining radio communications at all times, comprises six Radio Operators (Local level);

f. The Security Training and Administration Subunit, which is responsible for providing administrative support and coordinating the smooth conduct of safe and secure approaches in field environment training to the newly arrived staff members and also for the conduct of refresher training. It also performs liaison functions with the Kurdistan region of Iraq authorities. The Subunit comprises one Security Officer (Field Service) and one Security Assistant (Local level);

g. The Pass and ID Subunit, which is responsible for the production and issuance of identification cards and ground badges in the Kurdistan region of Iraq, comprises one Pass and ID Assistant (Local level);

h. The Security Investigation Subunit, which is responsible for the conduct of security investigations involving United Nations personnel and assets, consists of one Security Officer (Field Service);

i. The Security Subunit in Dohuk, which is responsible for the coordination of security functions in Dohuk, comprises one Security Officer (P-4), supported by one Security Assistant (Local level), both funded by the Department of Safety and Security;

j. The Security Subunit in Suleymaniyah, which is responsible for the coordination of security functions, comprises one Security Officer (P-3), supported by one Security Assistant (Local level), both funded by the Department of Safety and Security;

(iii) The Area Security Coordination Unit in Kirkuk is responsible for the coordination of security functions at the Kirkuk operational hub and is headed by one Security Officer (P-4), supported by one Security Officer (P-3). It has five subunits:

a. The Operations Subunit, which is tasked with the provisions of security operational support, comprises two Security Assistants (Local level);

b. The Close Protection Team, which is assigned primarily to provide protective support to all United Nations missions, activities and programmes in northern Iraq and also provides support for logistics runs and personnel shuttles from Kirkuk to Erbil and to all United Nations dignitaries visiting Kirkuk for official business, comprises eight Close Protection Officers (Field Service) and one Security Assistant (Local level), who also functions as a driver;

c. The Fire Safety Subunit is responsible for providing fire safety services to the premises and conducting general fire safety training for personnel at the duty station;

d. The Security Information Subunit, which serves as a focal point for security-related information such as information collation, assessment and analysis, comprises one Security Officer (Field Service);

e. The Radio Room, which is primarily responsible for maintaining radio communications at all times, comprises six Radio Operators (Local level);

(iv) The Area Security Coordination Unit in Basra is responsible for the coordination of security activities at the Basra operational hub. The Unit is headed by one Security Officer (P-3, funded by the Department of Safety and Security), supported by one Security Officer (P-3), who acts as Deputy. It has five subunits:

a. The Operations Subunit, which provides security operational support, comprises one Security Officer (Field Service), one Security Assistant (Local level) and one Security Assistant (Local level, funded by the Department of Safety and Security);

b. The Security Liaison Team, which is assigned primarily to provide protective support to all United Nations missions in the Red Zone in southern Iraq and to all United Nations dignitaries visiting the Basra area of responsibility for official business, comprises two Security Officers (Field Service) and one Security Assistant (Local level), who also functions as a driver;

c. The Fire Safety Subunit, which is responsible for providing fire safety services to the premises and conducting general fire safety training for personnel at the duty station;

d. The Security Information Subunit, which serves as a focal point for security-related information such as information collation, assessment and analysis, comprises one Security Assistant (Local level);

e. The Radio Room, which is primarily responsible for maintaining radio communications at all times at the duty station, comprises six Radio Operators (Local level);

141. The Security Unit in Kuwait serves as the support base of the Security Section in Iraq for liaison duties with the host country and the designated official for Kuwait. The Unit comprises five Security Assistants (Local level).

Organizational changes

142. The following five positions have been proposed for abolishment, as they have been vacant for more than 18 months and are no longer needed. They include one Security Assistant (Local level) in the close protection team in Baghdad, one Security Assistant (Local level) in the Premises Security Subunit in Erbil, two Fire Security Assistants (Local level), one each in the Fire Safety Subunit in Basra and Kirkuk, respectively, and one Security Coordination Officer (P-3) in the Close Protection Unit in Baghdad.

143. It is proposed that the following be redeployed: (a) four positions of Security Coordination Officer (Field Service) from the Security Coordination Unit in Basra to the Security Coordination Unit in Erbil; (b) two positions of Close Protection Officer (Field Service) from the Security Coordination Unit in Kirkuk to the Close Protection Unit in Baghdad; and (c) one position of Security Assistant (Local level)

from Baghdad to Najaf, to assist the newly established office with the provisions of the necessary security support to the staff and also liaise with the local officials for the coordination of all matters related to staff safety and security.

144. These redeployments will increase the efficiency of units based on the security situation and humanitarian operations. They are also intended to facilitate the consolidation of security resources in accordance with the hierarchy and management structure for the integrated Security Section.

B. Mission support

145. In 2017, the Mission support component will continue to focus on the progressive alignment of its organizational structures with the new service delivery model, established under the global field support strategy. The Mission support management team will remain focused on location-dependent, in-Mission critical functions while being better positioned to deliver enhanced quality service, advice and support to the Special Representative of the Secretary General for the fulfilment of the Mission's mandate.

Office of the Chief of Mission Support

International positions: Abolishment of 1 position (P-5)

National positions: Abolishment of 1 position (Local level)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	1	1	2	6	–	**10**	6	–	**16**	–	6	–	**22**
Proposed 2017	–	–	–	1	–	2	6	–	**9**	6	–	**15**	–	5	–	**20**
Change	–	–	–	–	**(1)**	–	–	–	**(1)**	–	–	**(1)**	–	**(1)**	–	**(2)**

146. The Office of the Chief of Mission Support leads the Mission support component while reporting to the Special Representative of the Secretary-General. The Chief of Mission Support (D-1) provides strategic advice to the senior Mission leadership team on the necessary managerial, logistical and administrative support required to implement the Mission's mandate. As a member of the Mission's senior management team, the incumbent participates in the Mission planning process, with particular attention to support areas, and contributes towards a coordinated approach to ensure consistency in the implementation of the Mission's mandate. The Chief of Mission Support ensures that the Mission's budget, human resources and assets are optimally allocated to support mandate implementation throughout all Mission components and guides any reprioritization of resources during the budget period, in line with priorities that support effective implementation of the Mission's mandate. The incumbent oversees reporting methodology for budget and performance in

accordance with the results-based budgeting guidelines and is responsible for the implementation of the global field support strategy, including a commitment to supply chain management and shared services that make possible efficiency in operations. Moreover, the Chief of Mission Support is responsible for the establishment of a set of robust policies, procedures, practices and standards that are consistent with United Nations regulations and rules. The incumbent is responsible for responding to audits and to the Management Evaluation Unit, and for coordinating the training of all staff in the Mission. The immediate Office comprises the Chief of Mission Support (D-1), two Administrative Officers (1 P-4, 1 P-3) and one Administrative Assistant (Field Service).

147. The Chief of Mission Support is represented in each regional hub by:

(a) One Regional Mission Support Officer (P-3), supported by two Administrative Assistants (Local level) in Erbil;

(b) One Regional Mission Support Officer (P-3) in Kirkuk.

148. The Budget and Finance Unit is responsible for implementing budgetary policies and procedures, preparing the Mission's budget, monitoring and implementing the approved budget, and preparing various reports and analyses. It is headed by the Chief of Budget and Finance (P-4), based in Baghdad, supported by a Budget and Finance Officer (P-3), based in Erbil, a Budget and Finance Officer (Field Service), based in Baghdad, and three Finance Assistants (one Field Service, based in Baghdad, one Local level, based in Baghdad and one Local level, based in Erbil).

149. The Contract Management Unit, based in Baghdad, oversees and manages the Mission's contracts. The unit is headed by one Contract Management Officer (P-3), supported by one Administrative Assistant (Local level).

150. The Information Management Unit is responsible for tracking all incoming and outgoing correspondence, including code cables, faxes, time-sensitive requests from the Management Evaluation Unit and other internal correspondence addressed to the Chief of Mission Support. The Unit comprises two Information Management Assistants (Field Service), based in Baghdad.

151. The Planning, Monitoring and Compliance Unit, which reports to the Chief of Mission Support, undertakes comprehensive planning in all areas of Mission support, while consolidating the monitoring, coordination and compliance functions to ensure that the Mission adheres to all administrative circulars, directions and reports from the Board of Auditors and the Office of Internal Oversight Services, among others. It reviews, as applicable, all audit observations submitted and reports of the Board of Inquiry, and drafts appropriate responses in consultation with the Chief of Mission Support. It also monitors the implementation of recommendations made by the Board of Inquiry. The Unit is headed by one Planning Officer (P-3), assisted by one Administrative and Compliance Officer (Field Service), based in Baghdad.

Organizational changes

152. It is proposed that two positions, one Senior Project Officer (P-5) and one Administrative Assistant (Local level), be abolished, as they have been vacant for more than 18 months and are no longer required.

Office of the Deputy Chief of Mission Support

International positions: Reclassification of 1 position (Field Service to Local level)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	1	–	–	–	1	2	–	3	–	3	–	6
Proposed 2017	–	–	–	–	1	–	–	–	1	1	–	2	–	4	–	6
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	1	–	–

153. As part of the continuation of the reorganization, the Deputy Chief of Mission Support oversees the following sections and unit: the Medical Section; the Staff Counselling and Welfare Unit; the Human Resources Section; the Training Section; the Facilities Management and Services Section; the Procurement Section; and the Property Management Section.

154. The immediate Office of the Deputy Chief of Mission Support in Erbil comprises the Deputy Chief of Mission Support (P-5), supported by one Administrative Assistant (Field Service). The Office has two units: the Visa Liaison Unit in Kuwait, comprising one Liaison Assistant (Local level); and the Travel and Visa Unit in Baghdad, comprising one Travel Assistant (Local level) and two Liaison Assistants (Local level).

Organizational changes

155. It is proposed that the Travel Assistant (Field Service) be reclassified to Travel Assistant (Local level), to be based in Baghdad and provide supervision to the two national staff and also assist in handling visa matters with the Government of Iraq. Most international staff are based in Baghdad, where extensive liaison with the Ministry of Foreign Affairs is required to secure the renewal of visas for United Nations international staff. Other travel functions that were envisaged for this position, such as for travel on commercial airlines within Iraq, have not materialized as the local airlines have not been cleared for use. The rest of the international travel is handled by the Kuwait Joint Support Office.

Medical Services Section

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	1	4	–	5	4	–	9	–	3	–	12
Proposed 2017	–	–	–	–	–	1	4	–	5	4	–	9	–	3	–	12
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

156. The Medical Services Section is responsible for the health, medical care and well-being of civilian personnel, and will coordinate and deliver medical services and organize health maintenance and preventive medical care for all UNAMI personnel. The Section will also coordinate medical and casualty evacuations, both inside and outside the Mission area, and plan for medical contingencies.

157. In Baghdad, the Section is headed by one Chief Medical Officer (P-4), supported by one Medical Officer (P-3), one Pharmacist (P-3), one Laboratory Technician (Field Service), one Nurse (Field Service), one Administrative Assistant (Field Service) and two Nurses (Local level).

158. In Kirkuk, the level 1 clinic is supported by one Medical Officer (P-3) and one Nurse (Field Service).

159. In Erbil, the level 1 clinic is supported by one Medical Officer (P-3) and one Nurse (Local level).

Staff Counselling and Welfare Unit

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	1	1	–	2	–	–	2	1	–	–	3
Proposed 2017	–	–	–	–	–	1	1	–	2	–	–	2	1	–	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

160. The main priority of the Staff Counselling and Welfare Unit is to promote the welfare and psychological and social well-being of the staff. The Unit is headed by a Staff Counsellor (P-4), based in Baghdad, supported by one Welfare Officer (National Professional Officer) in Baghdad and one Staff Counsellor (P-3) in Erbil.

Human Resources Section

National positions — *Abolishment of 1 position (Local level)*

Redeployment of 1 position (Local level) from the Specialist Support Unit to the Client Support Desk

Inward redeployment of 2 positions (Local level) from the Human Resources Section in the Kuwait Joint Support Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	–	–	**1**	5	–	**6**	–	3	–	**9**
Proposed 2017	–	–	–	–	–	1	–	–	**1**	5	–	**6**	–	4	–	**10**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**1**	–	**1**

161. The Chief Human Resources Officer (P-4), based in Baghdad, is the functional adviser on human resources policies and practices in the Mission and maintains an active dialogue with the Kuwait Joint Support Office to ensure that Mission personnel receive timely and effective service. The transactional human resources functions for staff will continue to be performed under the Kuwait Joint Support Office in line with the global field support strategy.

162. The Chief of Human Resources (P-4) based in Baghdad is supported by nine Human Resources staff as follows: two Human Resources Officers (Field Service); three Human Resources Assistants (Field Service) and four Human Resources Assistants (Local level). The Section is organized into three units and a cell:

(a) The Recruitment Unit, based in Baghdad, is responsible for the full range of recruitment and staffing for civilian staff (national, international, independent contractors and consultants) up to the selection decision, and is supported by one Human Resources Officer and one Human Resources Assistant (Field Service) assisted by two Human Resources Assistants (Local level);

(b) The Client Support Desk, based in Baghdad, liaises with the Kuwait Joint Support Office and with regional offices, and will act as the focal point to provide advice to staff on their benefits and entitlements, deal with Umoja-related matters, and maintain data for the United Nations guard units. The Support Desk is supported by two Human Resources Assistants (1 Field Service, 1 Local level);

(c) The Specialist Support Unit, based in Erbil, deals with key strategic areas in planning, quality assurance, staff management relations, administration of justice, civilian staffing reviews, career management and counselling, staff development and performance management, classification, and acts as the regional human resources focal point in Erbil. The Unit is supported by one Human Resources Officer (Field Service) and one Human Resources Assistant (Local level);

(d) The Organizational Management Cell, based in Erbil, maintains staffing tables, vacancy reports and human resources information management and reporting. The cell is staffed with one Human Resources Assistant (Field Service).

Organizational changes

163. It is proposed that one position of Human Resources Assistant (Local level) be abolished from the Specialist Support Unit in Baghdad, as the position has been vacant for more than 18 months and is no longer required.

164. It is proposed that two positions of Human Resources Assistant (Local level) from the Kuwait Joint Support Office (KJSO) be redeployed to Baghdad, since UNAMI is taking over the recruitment activities for national staff. The incumbents will be tasked with providing human resources services locally to the national staff portfolio in the Mission, especially in the area of national staff recruitment.

165. In view of the additional duties of assuming the full recruitment of national staff, individual contractors and consultants, it is proposed that the Recruitment Unit in Baghdad be centralized. In view of the importance of the Client Support Desk, now that national staff will be administered in Umoja as from 1 November 2016, the change is intended to strengthen the desk. Therefore, it is proposed that one position of Human Resources Assistant (Local level) be redeployed from the Specialist Support Unit to the Client Support Desk. The incumbent will work closely with the Chief Human Resources Officer.

Training Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	–	–	**1**	1	–	**2**	1	2	–	**5**
Proposed 2017	–	–	–	–	–	1	–	–	**1**	1	–	**2**	1	2	–	**5**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

166. The Training Section is responsible for implementing the United Nations learning and development policy to address skill gaps and facilitate the career growth and development of UNAMI staff members. It coordinates the delivery of internal and external training courses, and guides programme managers in the implementation of the Mission learning plan. It also administers induction courses and monitors staff compliance with completing United Nations mandatory courses.

167. The Chief Training Officer (P-4), based in Erbil, is supported by one Staff Development Officer (Field Service) and one Staff Development Assistant (Local level). In addition, the Section has one Staff Development Officer (National Professional Officer), based in Baghdad.

168. In Kuwait, the Section comprises one Staff Development Assistant (Local level), who works closely with the Kuwait Joint Support Office Finance Vendors Unit on the processing of invoices for training activities and other finance-related processes as well as liaising with the Kuwait Joint Support Office Travel Unit on travel requests for external training on a daily basis in addition to the processing of external training applications and tracking of funds.

Facilities Management and Services Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	–	–	–	–	6	–	**6**	–	13	–	**19**
Proposed 2017	–	–	–	–	–	–	–	–	–	6	–	**6**	–	13	–	**19**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

169. The Facilities Management and Services Section is responsible for the provision of contractual services for cleaning, laundry, gym maintenance, garbage collection, sewage removal and the mail and pouch, courier and accommodation services in support of staff at all the locations.

170. The Section is headed by a Chief of Facilities Management and Services (Field Service), based in Baghdad, who is supported by eight Facilities Management and Services Assistants (2 Field Service, 6 Local level) and one Mail and Pouch Assistant (Local level).

171. At the Baghdad International Airport, the Section is supported by one Facilities Management and Services Assistant (Field Service). In Kuwait, the Section is supported by one Facilities Management and Services Assistant (Local level) and two Mail and Pouch Assistants (Local level). In Erbil, the Section is supported by three Facilities Management and Services Assistants (1 Field Service, 2 Local level) and one Mail and Pouch Assistant (Local level). In Kirkuk, the Section is supported by one Facilities Management and Services Assistant (Field Service).

Procurement Section

National positions: Abolishment of 1 position (Local level)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	1	–	–	1	4	–	5	1	14	–	20
Proposed 2017	–	–	–	–	–	1	–	–	1	4	–	5	1	13	–	19
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	–	(1)

172. The Procurement Section ensures the coordinated, efficient and economical purchase and delivery of goods and services to the Mission in accordance with the Financial Regulations and Rules of the United Nations, the Procurement Manual and the ethical standards of the Organization.

173. The Chief Procurement Officer (P-4), based in Baghdad, ensures that the Section implements the workload and the United Nations procurement procedures effectively and efficiently, including through biannual rotations of commodities between the work units, which is scheduled in 2017 in line with the Section's fraud prevention policy.

174. The main Procurement Section consists of four units, as follows:

(a) Unit 1, based in Baghdad, is responsible for the purchase of goods, services and works projects for the Engineering Section, the Property Management Section and the Facilities Management and Services Section. The Unit is headed by one Procurement Officer (Field Service), supported by three Procurement Assistants (1 Field Service, 2 Local level);

(b) Unit 2, based in Baghdad, is responsible for the purchase of goods and services for the Central Warehouse Section, the Security Section and the Travel Section, and for the sale of written-off United Nations property in Central and Southern Iraq. The Unit is headed by one Procurement Officer (Field Service), supported by four Procurement Assistants (Local level);

(c) Unit 3, based in Erbil, is responsible for the purchase of goods and services for the Transport Section and the Training Section, and for the sale of written-off United Nations property in Northern Iraq. The Unit is headed by one Procurement Officer (Field Service), supported by one Procurement Officer (National Professional Officer) and one Procurement Assistant (Local level);

(d) Unit 4, based in Kuwait, is responsible for purchases of goods and services for the Geospatial, Information and Telecommunications Technology Section and the Aviation and Movement Control Section, and for the sale of written-off United Nations property in Kuwait, expediting vendor deliveries, central filing and archiving, and statistics reporting. The Unit is headed by one Senior

Procurement Assistant (Local level) and supported by five Procurement Assistants (Local level).

Organizational changes

175. It is proposed that one position of Procurement Assistant (Local level) be abolished, as it has been vacant for more than 18 months and is no longer required.

Property Management Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	–	–	**1**	7	–	**8**	–	14	–	**22**
Proposed 2017	–	–	–	–	–	1	–	–	**1**	7	–	**8**	–	14	–	**22**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

176. The Property Management Section is responsible for the provision of a wide range of support services on property management to multiple stakeholders in the Mission. Such services include property control and inventory, receipt and inspection of goods, claims processing, property survey board, asset disposal and fixed assets management.

177. The Chief of the Property Management Section (P-4), located in Baghdad, is responsible for the day-to-day supervision of the section, and is supported by one Property Management Officer (Field Service) and one Fixed-Asset Management Officer (Field Service) in Baghdad.

178. The Property Control and Inventory Unit is headed by a Property Control and Inventory Assistant (Field Service), who is supported by two Property Control and Inventory Assistants (Local level) in Baghdad, three Property Control and Inventory Assistants (Local level) in Kuwait and one Property Control and Inventory Assistant (Local level) in Erbil.

179. The Receiving and Inspection Unit is headed by one Receipt and Inspection Supervisor (Field Service), supported by two Receipt and Inspection Assistants (Local level) in Baghdad, one Receipt and Inspection Assistant (Local level) in Kuwait and three Receipt and Inspection Assistants (1 Field Service, 2 Local level) in Erbil.

180. The Claims and Property Survey Board Unit is headed by one Claims Assistant (Field Service) in Baghdad, supported by two Claims Assistants (Local level) in Kuwait.

181. The Property Disposal Unit is headed by one Property Disposal Supervisor (Field Service), supported by one Property Disposal Assistant (Local level) in Baghdad.

Office of the Chief of Supply Chain Management and Service Delivery

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	1	–	1	–	2	–	–	2	–	2	–	4
Proposed 2017	–	–	–	–	1	–	1	–	2	–	–	2	–	2	–	4
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

182. The Chief of Supply Chain Management has all-around visibility and management responsibility for the acquisition, storage, issuance, management and service delivery processes to ensure a streamlined acquisition and service delivery process. The supply chain management includes the Central Warehouse Section, the Engineering Section, the Surface Transport Section, the Aviation and Movement Control Section and the Geospatial, Information and Telecommunications Technology Section.

183. The Chief of Supply Chain Management (P-5) is based in Baghdad and supported by one Administrative Assistant (Local level). The Logistics and Contingent-owned Equipment Unit manages the provision of all support to the United Nations guard units. It coordinates all the rotations of the guard units and liaises with sections of the Mission to ensure that the necessary support is provided to the contingents in line with the memorandum of understanding of troop-contributing countries. The Unit is headed by a Logistics Officer (P-3), based in Baghdad, and supported by one Administrative Assistant (Local level).

Central Warehouse Section

National positions: *Redeployment of 1 position (Local level) from Kuwait to Erbil*

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2016	–	–	–	–	–	1	–	–	1	9	–	10	2	26	–	38
Proposed 2017	–	–	–	–	–	1	–	–	1	9	–	10	2	26	–	38
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

184. The Central Warehouse Section is headed by a Chief of Central Warehouse (P-4), based in Baghdad, and consists of three units, the Requisitioning and Contract Administration Unit, the Warehouse Unit and the Fuel Unit.

185. The main function of the Requisitioning and Contract Administration Unit is to develop the Central Warehouse Section annual acquisition plan from the approved budget and initiate procurement in line with the Section's needs in the performance of its immediate functions. The Unit also administers the central warehouse contracts to ensure that vendors deliver the right goods and commodities and that the Mission maximizes the discounts received through timely payment. It liaises with the Warehouse Unit to avoid overstocking and initiate write-off owing to obsolescence. The Unit is based in Erbil and is headed by a Contract Administration Officer (Field Service), supported by two Inventory Assistants (1 Field Service, 1 Local level).

186. The main function of the Warehouse Unit is onward consolidation of the different specialized warehouses into a central warehouse with smaller regional depots close to the Mission's areas of operation. This streamlines accountability for the level of service delivery, measured by the readiness to provide quality goods and the quality data reporting to enable management oversight. The Warehouse Unit is charged with centrally managing the Mission's goods and commodities for issuance to the end-users. In Baghdad, the Unit reports directly to the Chief of the Central Warehouse Section. It comprises one Warehouse Assistant (Field Service), two Inventory and Supply Assistants (Field Service), eight Warehouse Assistants (Local level), four Supply Assistants (Local level), four Inventory and Supply Assistants (Local level) and one Contract Administrative Assistant (Local level), all based in Baghdad. In Kuwait, the Unit will be supported by one Warehouse Assistant (Local level). At the Baghdad International Airport, the Unit comprises one Contract Administrative Assistant (Field Service). In Erbil, the Unit comprises one Warehouse Assistant (Field Service), five Warehouse Assistants (1 National Professional Officer, 4 Local level) and one Inventory Management Assistant (Field Service). In Kirkuk, the Unit comprises one Warehouse Assistant (Local level).

187. In addition, responding to global changes in supply chain and delivery of goods and services, the Central Warehouse Section includes a Logistics Assistant (Field Service) to streamline liaising, planning, monitoring and coordination between the Central Warehouse Section, the United Nations country team and other Mission support service delivery sections. The Logistics Assistant reports to the Chief of the Central Warehouse Section.

188. The main function of the Fuel Unit is to manage the provision of fuel for vehicles and generators. In Baghdad, the Unit comprises one Fuel Officer (National Professional Officer), assisted by one Fuel Assistant (Local level). At the Baghdad International Airport, it comprises one Fuel Assistant (Local level).

Organizational changes

189. It is proposed that one position of Warehouse Assistant (Local level) be redeployed from Kuwait to Erbil to support increased activity in the Central Warehouse as a consequence of the merging under the same hub of warehouse, requisitioning and contract management in 2015.

Engineering Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	2	–	**3**	2	–	**5**	–	33	–	**38**
Proposed 2017	–	–	–	–	–	1	2	–	**3**	2	–	**5**	–	33	–	**38**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

190. The Engineering Section is responsible for the effective and efficient planning, management, refurbishment, maintenance and operation of premises; for construction-related projects that include new building structures, refurbishment, repairs and improvement of existing structures, security installations, utility infrastructures such as power generation and distribution system, the heat, ventilation air-conditioning system, the water supply and distribution system, and the wastewater treatment and disposal system. In addition, UNAMI has embarked on pilot projects to reduce energy consumption and its environmental impact to achieve an energy savings of 50 per cent by 2020.

191. The Chief Engineer (P-4), based in Baghdad, is supported by one Administrative Assistant (Local level), one Engineer (P-3), five Electricians (Local level), three Plumbers (Local level), one Water Sanitation Engineer (Local level), two Generator Operators (Local level), one Generator Mechanic (Local level), two Masons (Local level), four Heating, Ventilation and Air-Conditioning Technicians (Local level) and two Carpenters (Local level).

192. At the Baghdad International Airport, the Section is supported by one Engineer (Field Service), one Plumber (Local level), one Building Management Assistant (Local level) and one Heating, Ventilation and Air-Conditioning Technician (Local level).

193. The Section in Kuwait is supported by one Assistant Engineer (Local level).

194. The Section in Erbil is supported by one Engineer (P-3), one Generator Mechanic (Local level), one Carpenter (Local level), one Assistant Engineer (Local level), one Plumber (Local level), one Electrician (Local level) and one Heating, Ventilation and Air-Conditioning Technician (Local level).

195. The Section in Kirkuk is supported by one Engineering Assistant (Field Service), one Heating, Ventilation and Air-Conditioning Technician (Local level) and one Building Management Assistant (Local level).

Surface Transport Section

National positions: *Abolishment of 2 positions (Local level)*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	–	–	1	6	–	7	–	47	–	54
Proposed 2017	–	–	–	–	–	1	–	–	1	6	–	7	–	45	–	52
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(2)	–	(2)

196. The Surface Transport Section provides ground transportation facilities and services to all staff members and military contingents in all UNAMI locations. The Section also provides select transport services to the United Nations country team on a cost-reimbursement basis.

197. The Chief Transport Officer (P-4), based in Baghdad, is supported by nine Vehicle Technicians (2 Field Service and 7 Local level), one Transportation Officer (Field Service), two Transport Assistants (Local level), two Dispatchers (Local level), eight Heavy Duty Vehicle Operators (Local level), seven Drivers (Local level) and one Administrative Assistant (Local level).

198. At the Baghdad International Airport, the Section is supported by one Transport Officer (Field Service) and one Vehicle Technician (Local level).

199. In Kuwait, the Section is supported by one Transport Assistant (Local level), one Vehicle Technician (Local level) and two drivers (Local level).

200. In Erbil, the Section is supported by one Transport Officer (Field Service), one Transport Assistant (Local level), one Heavy Vehicle Operator (Local level), four Drivers (Local level), three Vehicle Technicians (Local level) and one Dispatcher (Local level).

201. In Kirkuk, the Section is supported by one Transport Officer (Field Service) and one Vehicle Technician (Local level).

202. In Basra, the Section is supported by one Vehicle Technician (Local level) and one Driver (Local level).

Organizational changes

203. One position of Driver (Local level) in Erbil and one position of Vehicle Technician (Local level) in Baghdad have been proposed for abolishment, as they have been vacant for more than 18 months and are no longer required.

Aviation and Movement Control Section

International positions: *Redeployment of 2 positions (P-2 and Field Service) from Erbil to the Baghdad International Airport*

National positions: *Redeployment of 1 position (Local level) from Kuwait to the Baghdad International Airport*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	1	1	**3**	14	–	**17**	1	18	–	**36**
Proposed 2017	–	–	–	–	–	1	1	1	**3**	14	–	**17**	1	18	–	**36**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

204. The aviation and movement control components of Mission support have been fully integrated into a joint Aviation and Movement Control Section. The integrated approach enables operational efficiencies and minimizes total staffing needs. The Department of Field Support Aviation Safety Manual, which was endorsed by the General Assembly, includes the policy of the United Nations Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations that provides specific guidance regarding the functions, roles and tasks to be carried out by the Section. The workload required to comply with these policies along with the daily span of operations, various technical challenges specific to the Mission area and customer needs and expectation are each considered in defining the Section's staffing needs. The availability of national staff at Baghdad continues to be unreliable, owing to the prevailing security conditions. This factor has a strong impact on the ratio of international to national staff that the Section can sustain while still guaranteeing the delivery of services when they are required. The rest and recreation cycles applying to the Mission cause, on average, 33 per cent of the international staff to be absent on some form of leave at any one time. This impact is also an important component in setting the Section's international staffing requirement.

205. In May 2016, Air Transport and Movement Control Officers from the Logistics Support Division of the Department of Field Support carried out an operational evaluation of the Mission's air transportation and movement needs, along with the staffing and other resources needed to efficiently and effectively deliver the air transport and movement control services required by the Mission. The staffing plan proposed for 2017 is entirely consistent with the conclusions and recommendations pertaining to staffing levels that were provided in the Headquarters operational evaluation report.

206. The Section is responsible for the planning and management of the Mission's aviation and movement control operations. It is headed by the Chief Aviation Officer (P-4) based at the UNAMI Forward Support Base at the Baghdad International Airport. The Section comprises the Movement Coordination Centre and the Technical Support and Budget/Administration Unit, both located at the

Forward Support Base. The Section liaison offices in Erbil, UNAMI headquarters in central Baghdad and Kuwait operate under the management and supervision of the Chief of the Section.

207. The Movement Coordination Centre personnel plan, manage and supervise all Section operations and provide all the support and interface used by customers to create their movement plans. Consistent with the recommendations of the Board of Inquiry made following a security-related multiple fatality aircraft accident in a sister mission, the Centre includes a dedicated cell tasked with gathering and updating all the information available to the Mission regarding the safety and security conditions in the Mission's airspace, and then analyses the information in order to identify threats and the risk levels each pose to United Nations air operations in the airspace.

208. The Movement Coordination Centre is headed by two Air Operations Officers (1 P-3, 1 National Professional Officer), supported by four Air Operations Assistants (2 Field Service, 2 Local level) and eight Movement Control Assistants (4 Field Service, 4 Local level).

209. The Technical Support and Budget/Administration Unit is also based at the Forward Support Base. It is headed by one Air Operations Officer (Field Service), supported by an Air Operations Officer (P-2), two Air Operations Assistants (Field Service), one Tea ' Assistant (Local level) and one Movement Control Assistant (Local level).

210. The Section liaison offices are headed by a Chief Movement Control Officer (Field Service), based at the Section headquarters, supported by the integrated movement control and air operations staff located in the liaison offices of central Baghdad, Kuwait, and Erbil.

211. The Section liaison office at the UNAMI headquarters in the central Baghdad International Zone is responsible for the coordination and dispatch of four to six escorted road convoys per day, operating 7 days per week. These convoys move all arriving and departing Mission personnel, visiting United Nations personnel and most United Nations country team personnel between UNAMI headquarters and the commercial airline and UNAMI Forward Support Base passenger terminals at the Baghdad International Airport. The Baghdad International Zone office is supported by three Movement Control Assistants (2 Field Service, 1 Local level).

212. In Kuwait, the Section's aircraft dispatch and freight management operations are supported by two Air Operations Assistants (Local level) and two Movement Control Assistants (Local level).

213. In Erbil, the Section's freight management, passenger and aircraft handling operations is supported by six Movement Control Assistants (2 Field Service, 4 Local level) and one Air Operations Assistant (Local level).

Organizational changes

214. To further enhance efficiency resulting from the centralization of the management and operations functions, it is proposed that one position of Associate Air Operations Officer (P-2) and one position of Air Operations Assistant (Field Service) be redeployed from Erbil to the Forward Support Base, Baghdad. It is

proposed that one position of Movement Control Assistant (Local level) be redeployed from Kuwait to the Forward Support Base, Baghdad. The Forward Support Base is located within the Baghdad International Airport.

Geospatial, Information and Telecommunications Technology Section

International positions: *Redeployment of 2 positions (Field Service) from Baghdad to Erbil*

National positions: *Redeployment of 1 position (Local level) from Basra to Baghdad*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2016	–	–	–	–	–	1	2	–	**3**	11	–	**14**	3	29	–	**46**
Proposed 2017	–	–	–	–	–	1	2	–	**3**	11	–	**14**	3	29	–	**46**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

215. The Geospatial, Information and Telecommunications Technology Section is responsible for the planning, installation and maintenance of all geospatial, information technology and telecommunications infrastructure and systems in the Mission area.

216. The Section is headed by the Chief of Geospatial, Information and Telecommunications Technology (P-4), based in Baghdad, supported by one Information Technology Officer (P-3), one Telecommunications Officer (National Professional Officer), one Geographic Information System Officer (National Professional Officer), two Information and Technology Assistants (Field Service), eight Information Technology Technicians (Local level), two Telecommunications Assistants (Field Service), three Telecommunications Technicians (Local level) and one Geographic Information System Assistant (Local level).

217. The Section is located at the Forward Support Base, Baghdad International Airport, and supported by one Information Technology Assistant (Field Service), one Telecommunications Assistant (Field Service) and one Telecommunications Technician (Local level).

218. In Erbil, the Section is supported by three Information Technology Officers (1 P-3, 1 Field Service, 1 National Professional Officer), three Telecommunications Technicians (Local level) and five Information Technology Assistants (1 Field Service, 4 Local level).

219. In Kuwait, the Section is supported by one Information Systems Officer (Field Service), five Information Technology Assistants (Local level) and two Telecommunications Technicians (Local level).

220. In Kirkuk, the Section is supported by one Telecommunications Technician (Field Service) and two Information Technology Assistants (Local level).

221. In Basra, the Section is supported by one Information Technology Assistant (Field Service).

Organizational changes

222. To address the changes to the Section at different locations, the following redeployments are proposed:

(a) Redeployment of one Information Technology Assistant (Local level) from Basra to Baghdad to augment the local service desk support staff, especially with the increased number of Umoja modules and the implementation of cluster 5 for the national staff;

(b) Redeployment of one Information Technology Assistant (Field Service) from Baghdad to Erbil to provide back office support for information technology infrastructure and service delivery;

(c) Redeployment of one Telecommunications Officer (Field Service) from Baghdad to Erbil to support the increased importance of the United Nations very high frequency (VHF) radio network, which is critical to the ongoing humanitarian efforts in northern Iraq.

Kuwait Joint Support Office

Human Resources Section

International positions: *Abolishment of 1 position (Field Service)*

National positions: *Outward redeployment of 2 positions (Local level) to the Human Resources Section in Baghdad*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	1	–	2	2	–	4	–	13	–	17
Proposed 2017	–	–	–	–	–	1	1	–	2	1	–	3	–	11	–	14
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	(2)	–	(3)

223. The transactional human resources functions is performed under the auspices of the Kuwait Joint Support Office with the human resources units structured to incorporate functions and activities in line with the global field support strategy. The Section is headed by a Chief Human Resources Officer (P-4), supported by two Human Resources Officers (1 P-3, 1 Field Service) and 11 Human Resources Assistants (Local level).

Organizational changes

224. It is proposed that one position of Human Resources Assistant (Field Service) be abolished, as the functions related to the recruitment of national staff were transferred to the Mission, effective April 2016.

225. It is proposed that two positions of Human Resources Assistant (Local level) be redeployed to the Human Resources Section in Baghdad, since UNAMI has taken over recruitment activities in respect of national staff. The incumbents are tasked with providing human resources services locally to the national staff portfolio in the Mission, especially in the area of recruitment of national staff.

Travel Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Proposed 2017	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

226. The Travel Unit is headed by one Chief Travel Officer (Field Service) and supported by two Travel Assistants (Local level).

Finance Section

International positions: Abolishment of 1 position (Field Service)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2016	–	–	–	–	–	1	–	–	1	6	–	7	–	10	–	17
Proposed 2017	–	–	–	–	–	1	–	–	1	5	–	6	–	10	–	16
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	–	–	(1)

227. The Finance Section ensures accurate and complete accounting, reporting and internal financial controls; reconciles bank accounts against ledger accounts; approves and disburses the Mission's payments in a timely settlement of vendors' invoices; settles staff members' travel claims; and processes national and international staff payroll. It is headed by a Chief Finance Officer (P-4), supported

by three Finance Officers (Field Service) and 12 Finance Assistants (2 Field Service, 10 Local level).

Organizational changes

228. It is proposed that one position of Finance Assistant (Field Service) be abolished from the Accounts Unit. Since its establishment, the Kuwait Joint Support Office has been making efforts to achieve greater efficiency gains through reengineering, automation and optimizing business processes, with the aim of reducing the required resources, including manpower, but at the same time maintaining and/or even increasing the productivity and efficiency of services provided to the client missions. In line with these efforts, Support Office proposed the abolishment of one Field Service position from the Finance Section.

IV. Analysis of resource requirements

Table 6
Detailed cost estimates
(Thousands of United States dollars)

	1 January to 31 December 2016			1 January to 31 December 2017				
	Appropriation	Estimated expenditure	Variance	Appropriation	Total requirements	Non-recurrent requirements	Variance (2017-2016)	Net requirements for 2017
Category of expenditure	(1)	(2)	(3)=(1)-(2)	(4)=(1)	(5)	(6)	(7)=(5)-(4)	(8)=(5)-(6)
I. Military and police personnel								
Military observers	–	–	–	–	–	–	–	–
Military contingents	8 581.4	7 988.2	593.2	8 581.4	8 287.0	–	(294.4)	7 693.8
Civilian police	–	–	–	–	–	–	–	–
Total, category I	**8 581.4**	**7 988.2**	**593.2**	**8 581.4**	**8 287.0**	**–**	**(294.4)**	**7 693.8**
II. Civilian personnel								
International staff	61 239.3	61 122.3	117.0	61 239.3	60 749.6	–	(489.7)	60 632.6
National staff	18 501.6	19 860.4	(1 358.8)	18 501.6	20 227.1	–	1 725.5	21 585.9
Total, category II	**79 740.9**	**80 982.7**	**(1 241.8)**	**79 740.9**	**80 976.7**	**–**	**1 235.8**	**82 218.5**
III. Operational costs								
Consultants	227.6	243.7	(16.1)	227.6	230.3	–	2.7	246.4
Official travel	1 718.0	1 457.4	260.6	1 718.0	1 469.7	–	(248.3)	1 209.1
Facilities and infrastructure	10 288.3	7 709.1	2 579.2	10 288.3	8 963.4	–	(1 324.9)	6 384.2
Ground transportation	1 047.3	1 128.6	(81.3)	1 047.3	966.9	–	(80.4)	1 048.2
Air transportation	6 309.7	7 405.7	(1 096.0)	6 309.7	5 971.0	–	(338.7)	7 067.0
Communications	5 448.4	5 433.9	14.5	5 448.4	5 133.1	–	(315.3)	5 118.6
Information technology	1 977.5	1 908.0	69.5	1 977.5	1 920.5	–	(57.0)	1 851.0
Medical	502.2	384.0	118.2	502.2	508.8	–	6.6	390.6

	1 January to 31 December 2016			1 January to 31 December 2017				
Category of expenditure	Appropriation (1)	Estimated expenditure (2)	Variance (3) = (1)-(2)	Appropriation (4) = 1	Total requirements (5)	Non-recurrent requirements (6)	Variance (2017-2016) (7) = (5)-(4)	N requirement for 20 (8) = (5)-(
Other supplies, services and equipment	3 702.5	3 781.6	(79.1)	3 702.5	3 004.6	—	(697.9)	3 083.
Total, category III	**31 221.5**	**29 452.0**	**1 769.5**	**31 221.5**	**28 168.3**	**–**	**(3 053.2)**	**26 398.**
Total requirements	**119 543.8**	**118 422.9**	**1 120.9**	**119 543.8**	**117 432.0**	**–**	**(2 111.8)**	**116 311.**

A. Military and police personnel

($8,287,000)

	Appropriation 2016	Estimated expenditure 2016	Variance	Appropriation 2016	Total requirements 2017	Variance	N requirement for 201
Military contingents	8 581.4	7 988.2	593.2	8 581.4	8 287.0	(294.4)	7 693.

229. The amount of $8,287,000 would provide for the deployment of an average authorized strength of 245 United Nations guard units and cover:

(a) Standard troop cost reimbursement, at the established standard rate of $1,365 per person-month until 30 June and $1,410 per person-month starting on 1 July for all troops ($4,079,300);

(b) Emplacement and repatriation travel, estimated at $4,400 per round trip for 168 Fijian guards and $2,400 per round trip for 77 Nepalese guards ($924,000);

(c) Recreational leave allowance, based on a standard rate of $10.50 per day for 15 days, payable twice a year for 245 guard units ($77,200);

(d) Daily allowance, based on a standard rate of $1.28 per day for 89,425 person-days ($114,500);

(e) Death and disability compensation based on a standard rate applicable to military strength between 101 and 1,000 troops ($98,000);

(f) Logistics/life support services for meals and water in Baghdad, at the Baghdad International Airport and in Kirkuk and for water in Erbil ($2,453,800);

(g) Contingent-owned equipment for reimbursement for major equipment brought by the respective contingent on a wet-lease basis, in line with the respective memorandum of understanding ($8,300);

(h) Freight and deployment of contingent-owned equipment to cover the cost of air cargo and unaccompanied luggage, based on the existing contract ($531,900).

230. The variance between the 2017 requirements and the 2016 approved budget is attributable to revised contract rates for rations, offset in part by the increased standard rate of reimbursement of military personnel, effective as at 1 July 2017.

231. The anticipated unencumbered balance in 2016 is attributable mainly to the lower contractual rates for rations arising from the award of a new contract and to the reduced requirement under freight and deployment of contingent-owned equipment.

B. Civilian personnel

($80,976,700)

	Appropriation 2016	*Estimated expenditure 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements for 2017*
International staff	61 239.3	61 122.3	117.0	61 239.3	60 749.6	(489.7)	60 632.6

232. The amount of $60,749,600 would provide for salaries ($30,435,600) and common staff costs ($26,174,500) for a staffing complement of 351 international staff (144 Professional Officers and 207 Field Service), and danger pay allowance at the established monthly rate of $1,600 for an eligible staff strength of 294 ($4,139,500). A vacancy rate of 12 per cent has been applied in calculating the cost estimates for 2017.

233. The variance between the 2017 requirements and the 2016 approved budget reflects the cost-sharing of 13 security international staff with the United Nations country team and the abolishment of five positions, which are offset in part by the new ratio for common staff cost. Based on expenditure experience, the post adjustment part of the salary has been slightly revised downward, while the ratio of common staff cost is now calculated at a rate of 86 per cent of salary costs for 2017 compared with 79 per cent in 2016.

234. The anticipated unencumbered balance in 2016 is attributable mainly to the lower requirements for salaries as a consequence of a higher vacancy rate than budgeted (12.4 per cent projected instead of 12 per cent budgeted), offset in part by higher common staff costs than projected.

	Appropriation 2016	*Estimated expenditure 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements for 2017*
National staff	18 501.6	19 860.4	(1 358.8)	18 501.6	20 227.1	1 725.5	21 585.9

235. The amount of $20,227,100 would provide for salaries ($14,173,700) and common staff costs ($4,357,700) for a staffing complement of 507 national staff (114 National Professional Officers and 393 Local level); danger pay allowance for 90 National Professional Officers and 233 Local level staff at a rate of $585 per month ($1,620,700); and estimated overtime charges ($75,000). In calculating the cost estimates for 2017, vacancy rates of 20 per cent and 12 per cent have been applied for National Professional Officers and Local level staff, respectively. Two National Professional Officers and 40 Local level staff have also been cost shared with the United Nations country team, as explained in paragraph 25 above, at a rate of 46 per cent for UNAMI.

236. The variance between the 2017 requirements and the 2016 approved budget is attributable mainly to the separate costing of 63 Kuwait-based local level staff using a different salary scale, and to the revised ratio for common staff costs to salary based on expenditure experience. This is offset by the abolishment of 10 national staff positions (2 National Professional Officer and 8 Local level).

237. The anticipated overrun in 2016 is attributable mainly to higher common staff costs as a consequence of a lower vacancy rate than projected for National Professional Officers and Local level staff, as well as a higher dependency allowance, effective 1 January 2016.

C. Operational costs

($28,168,300)

	Appropriation 2016	*Estimated expenditure 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements for 2017*
Consultants	227.6	243.7	(16.1)	227.6	230.3	2.7	246.4

238. The amount of $230,300 would provide for fees and travel expenses for consultancy services for the Electoral Assistance Office (5 consultants for 22 months) ($132,600) and the Office of Political Affairs (2 consultants for 10 months) ($63,700). The consultants for the Electoral Assistance Office will provide expertise and technical advice to the Iraqi Independent High Electoral Commission on the following areas: (a) database development; (b) results management process; (c) political party finance regulations; (d) design of ballot papers for the Governorate Council elections in 2017; and (e) electoral disputes resolution mechanisms. The consultants for the Office of Political Affairs will provide technical advice and support for the Mission's efforts on (a) disputed internal boundaries in the northern part of the country; and in (b) inclusive political dialogue to end the political stalemate. In addition, a provision is made for consultants for training activities in both substantive, administrative and security areas ($34,000).

239. The variance between the 2017 requirements and the 2016 approved budget is attributable mainly to the request for consultants by Electoral Affairs Office. These requirements are necessitated by scheduled elections in Iraq in 2017 and 2018.

240. The anticipated overrun in 2016 is due mainly to unexpected requirements from Electoral Assistance for consultancy work in the preparation of the 2017 elections.

	Appropriation 2016	*Estimated expenditure 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements for 2017*
Official travel	1 718.0	1 457.4	260.6	1 718.0	1 469.7	(248.3)	1 209.1

241. The amount of $1,469,750 would provide for the travel needs (airfare, daily subsistence allowance and terminal expenses) of the Special Representative of the

Secretary-General to participate in meetings and consultations in New York, Europe, Moscow and capitals in the Middle East ($156,244); the Office of the Chief of Staff ($24,153); the Joint Analysis Unit ($3,758); the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance ($26,534); the Electoral Assistance Office ($19,931); the Office of Political Affairs ($48,766); the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs ($66,282); the Human Rights Office ($10,966); the Public Information Office ($9,884); the Security Section ($4,872); Mission Support ($252,545); and within-mission travel for staff travelling to Iraq, Kuwait, Amman and the Islamic Republic of Iran ($359,115).

242. There is also a provision for travel to the United Nations Logistics Base at Brindisi, Italy, Entebbe, Uganda, the United Nations Interim Force in Lebanon, or other training locations for training courses in administrative areas, including Umoja, security and certain substantive areas (e.g., mediation, local governance, conflict resolution and negotiation) and in leadership, management and organizational development ($486,700).

243. The variance between the 2017 requirements and the 2016 approved budget reflects mainly the increased efforts by the Mission to restrict travel to essential trips only for the performance of its functions.

244. The anticipated unencumbered balance in 2016 is attributable mainly to the lower requirements for training-related travels, as most of the trainings have been conducted within the Mission during the period. The reduced requirements are slightly offset by an increased number of official travels during the period, as a consequence of the ongoing developments in the region.

	Appropriation 2016	*Estimated expenditure 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements for 2017*
Facilities and infrastructure	10 288.3	7 709.1	2 579.2	10 288.3	8 963.4	(1 324.9)	6 384.2

245. The amount of $8,963,400 would provide for facilities and infrastructure, including:

(a) Acquisition and replacement of cooling equipment parts ($158,500);

(b) Acquisition of miscellaneous engineering supplies ($200,500);

(c) Acquisition of miscellaneous electrical equipment ($381,500);

(d) Acquisition and replacement of pumps ($6,500);

(e) Acquisition of office furniture ($15,000);

(f) Replacement of office equipment ($6,000);

(g) Replacement of security and safety equipment, such as arms and ammunition accessories, firefighting equipment, vehicle inspection mirrors and hand-held metal detectors ($263,400);

(h) Rental of premises in Amman, Tehran, Basra, Najaf and Mission-wide conference facilities ($908,800);

(i) Utilities, such as water, electricity and water disposal services ($1,522,900);

(j) Various maintenance services for closed-circuit television systems, public address systems, photocopiers, access control systems, satellite services, maintenance service contracts for facilities, generators, plumbing, electrical, air-conditioning and heating systems, water purification and waste treatment systems, and water testing services ($2,574,300);

(k) Security services and personnel, including for 22 guards at a projected annual rate of $178,200 for Kuwait, 16 guards at a projected annual rate of $272,640 for Erbil and explosive-detection dogs at four different locations at a projected annual rate of $719,249 ($1,170,100);

(l) Alteration and renovation of UNAMI facilities, mainly for security enhancements in various UNAMI locations in Baghdad, Erbil and Kirkuk ($400,500);

(m) Stationery and office supplies based on a monthly rate of $29 per person for 513 personnel ($178,700);

(n) Spare parts and supplies for air conditioners, generators, wastewater and water supply treatment systems ($127,600);

(o) Field defence supplies, including camouflage netting to cover security posts/checkpoints and observation towers; sand and sandbags to provide a shield at security establishments; metal profiles for miscellaneous security enhancement; and parts for vehicle crash barriers required for their smooth operation ($105,000);

(p) Generator fuel for an estimated consumption of 1,136,300 litres at an average of $0.85 per litre in Erbil, $0.75 per litre in the rest of Iraq and $0.40 per litre in Kuwait ($869,800);

(q) Sanitation and cleaning materials ($74,300).

246. The variance between the 2017 requirements and the 2016 approved budget is due mainly to the reduced requirements for diesel, as locations have now been connected to the national power grid, offset slightly by the increased rate for electricity and water in Iraq.

247. The projected unencumbered balance for 2016 is attributable mainly to lower maintenance costs arising out of lower operations and reduced contract prices, offset in part by increased utility and waste disposal services, as a consequence of the new United Nations accommodation facilities.

	Appropriation 2016	*Estimated expenditure 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements for 2017*
Ground transportation	1 047.3	1 128.6	(81.3)	1 047.3	966.9	(80.4)	1 048.2

248. The amount of $966,900 would provide for:

(a) The acquisition of four workshop tools ($12,500);

(b) The cost for the rental of one recovery truck for 8 months, one heavy crane for 50 months and one truck for 20 months ($48,700);

(c) Repair and maintenance services for vehicles ($225,600);

(d) Liability insurance requirements ($27,400) for worldwide insurance for 312 vehicles and for local insurance for 277 vehicles and equipment;

(e) Spare parts and supplies for vehicles in Baghdad, Erbil and Kuwait ($328,900);

(f) Petrol and diesel for an estimated 390,004 litres at an average cost of $0.51 per litre ($323,800).

249. The variance between the 2017 requirements and the 2016 approved budget is due mainly to increased requirements for the acquisition of armoured glass for vehicles and additional various miscellaneous vehicle workshop and transport equipment. This is offset by the reduced requirements for insurance, as a consequence of the reduction in cost of the monthly premium per vehicle for the United Nations worldwide insurance.

250. The projected overrun for 2016 is attributable mainly to the replacement of armoured glass for the vehicles.

	Appropriation 2016	*Estimated expenditure 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements for 2017*
Air transportation	6 309.7	7 405.7	(1 096.0)	6 309.7	5 971.0	(338.7)	7 067.0

251. The amount of $5,971,000 would provide for:

(a) Satellite tracking charges ($4,000);

(b) Landing fees and ground handling charges ($221,200);

(c) Aircrew subsistence allowance ($11,000);

(d) Fuel requirements for two fixed-wing aircraft for an estimated consumption of 650,776 litres at $1.04 per litre ($674,900);

(e) Liability insurance for two fixed-wing aircraft ($16,600);

(f) Annual rental and operating costs of two fixed-wing aircraft ($5,043,300), for guaranteed fleet costs of $4,425,000 and usage estimated at $685 per flight hour for a total of 1,125 flight hours.

252. The variance between the 2017 requirements and the 2016 approved budget is due mainly the lower total of flight hours from 1,250 hours to 1,125 hours, and lower rates for fuel from $1.22 per litre to $1.04 per litre. This was offset in part by higher guaranteed fleet costs and higher average cost per flight hour, from $625 to $650.

253. The projected increased requirements for 2016 are attributable mainly to the addition of one rotary-wing aircraft held in standby for emergency evacuation of staff to the Baghdad International Airport should the Mosul Dam collapse.

	Appropriation 2016	*Estimated expenditure 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements for 2017*
Communications	5 448.4	5 433.9	14.5	5 448.4	5 133.1	(315.3)	5 118.6

254. The amount of $5,133,100 would provide for:

(a) The acquisition and replacement of communications equipment ($1,487,800);

(b) Commercial communications, including satellite transponder lease charges, Internet connectivity charges, fibre-optic backbone and leased lines charges in Iraq, European redundant very small aperture terminal (VSAT) Internet charges, lines to the United Nations Logistics Base at Brindisi, Italy, connectivity to Valencia, Spain, satellite, mobile and landline phone charges, and vehicle tracking system service charges ($2,362,500);

(c) Maintenance of equipment and communications support services, including videoteleconferencing charges, Cisco advance services, communications manager upgrade and licencing, local technician services, maintenance of electronic countermeasure equipment, videoconference charges, and wired and wireless charges at $25 per year per internal telephone extension ($729,500);

(d) Communications spare parts and consumables, budgeted at 4 per cent of communications inventory value ($307,700);

(e) The acquisition of public information equipment ($28,000);

(f) Public information services, such as public outreach events and advocacy activities, production of public information and promotional materials, and television production and broadcasting services ($132,200);

(g) Supplies and maintenance to cover costs of domain hosting and backup of the domain site ($30,200);

(h) Subscriptions to international and local newspapers, television and radio newscasts, BBC online access and monitoring, and advertising services ($55,200).

255. The variance between the 2017 requirements and the 2016 approved budget is due mainly to reduced requirements for the acquisition of equipment, as the electronic countermeasure units, which represented 50 per cent of the cost of the acquisition of communications equipment in 2016, will not be procured in 2017.

256. The projected reduced requirements for 2016 are attributable mainly to reduced requirements for public information services, offset by increased requirements for spare parts.

	Appropriation 2016	*Estimated expenditure 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements for 2017*
Information technology	1 977.5	1 908.0	69.5	1 977.5	1 920.5	(57.0)	1 851.0

257. The amount of $1,920,500 would provide for:

(a) The replacement of desktop and laptop computers, monitors, servers, network switch and routers, network firewalls and miscellaneous equipment ($409,600);

(b) The acquisition of software packages, licences, fees and rental of software, including the renewal of licences for the existing software, acquisition of engineering and geographic information system software and centrally managed information technology licences based on a yearly fee of $310 per workstation ($608,000);

(c) Centralized information technology support services and data storage ($718,100);

(d) The cost of information technology spare parts and consumables, budgeted at 2.5 per cent of information technology inventory value ($184,800).

258. The variance between the 2017 requirements and the 2016 approved budget is attributable mainly to the increased requirements for the acquisition of software packages, licences, spare parts and supplies, offset by the decreased requirements for the acquisition of equipment and information technology services.

259. The projected reduced requirements for 2016 are attributable mainly to the decision by the Information and Communications Technology Division to drop the standard charges levied on the Mission for support policy, database iNeed and the Enterprise Identity Management Service.

	Appropriation 2016	*Estimated expenditure 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements for 2017*
Medical	502.2	384.0	118.2	502.2	508.8	6.6	390.6

260. The amount of $508,800 would provide for medical services, including medical evacuations; the hospitalization of military personnel in non-Mission hospitals ($252,200); the acquisition of equipment ($6,600); and the acquisition of medical drugs and medical consumables ($250,000).

261. The variance between the 2017 requirements and the 2016 approved budget is due mainly to the replacement of the electrocardiogram, the auto haematology analyser and the sterilizer.

262. The projected unencumbered balance for 2016 is due mainly to the reduced projected cost of medical evacuations, and to the existence of sufficient stocks of medical supplies brought forward from 2016.

	Appropriation 2016	*Estimated expenditure 2016*	*Variance*	*Appropriation 2016*	*Total requirements 2017*	*Variance*	*Net requirements for 2017*
Other supplies, services and equipment	3 702.5	3 781.6	(79.1)	3 702.5	3 004.6	(697.9)	2 083.7

263. The amount of $3,004,600 would provide for:

(a) Welfare costs for United Nations guard units and civilian staff ($64,600);

(b) Uniforms for 10 security personnel and accoutrements for 245 United Nations guard units, including related freight ($30,600);

(c) Personal protective gear, including body armour and helmets ($12,300);

(d) Training supplies and fees for various in-house training sessions, security induction training, other security-related training, technical and administrative training courses in aviation, information technology, procurement, engineering, transport and human resources, and training in substantive areas, such as disaster risk reduction, gender mainstreaming, conflict analysis for peacebuilding and prevention, and the facilitation of dialogue process ($208,600);

(e) Other services, such as cleaning and janitorial services, laundry services and garbage collection ($2,103,200);

(f) Hospitality ($50,000); general insurance ($50,000); bank charges ($60,000); miscellaneous claims ($8,900); freight-related costs ($123,500); and bottled water ($292,900).

264. The variance between the 2017 requirements and the 2016 approved budget is due mainly to reduced requirements for training, fees, and services, as most staff have completed the mandatory trainings that were conducted in the Mission, and reduced costs for cleaning services.

265. The projected overrun for 2016 relates to: (a) the expansion of contracts to include new United Nations accommodation facilities; and (b) increased requirements for freight, owing to the movement of items from Kuwait to the Mission.

V. Status of the planned renovation project for an integrated headquarters compound in Baghdad

266. The Trust Fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad was established for the construction of an integrated compound in Baghdad that would accommodate all the United Nations agencies operating in Iraq.

267. In 2014, it was planned to upgrade the sewage system, provide structural repairs and waterproofing of the Hammurabi Building, upgrade the electrical power system and security lighting, rehabilitate existing D2 villa and upgrade and install a fire alarm and detection system. The upgrading of the sewage system and

installation of an additional waste water treatment plant was completed in 2014. The provision of recreational facilities, the repair and waterproofing of the Hammurabi Building, the conversion of villas to duplex units and the conversion of two office buildings to accommodation units was completed in the first half of 2015. The planned projects for upgrading of the auditorium, and the construction of two single-storey hard-structure accommodation buildings, consisting of 20 accommodation units, were completed in July 2016. The conversion of the villas to duplex units, the two office buildings to accommodations and the two single-storey hard-structure buildings increased the accommodation space in the compound from 112 spaces in January 2015 to 205 spaces in July 2016.

268. The ongoing construction of the accommodation block in Tamimi Compound consisting of 37 accommodation units and the additional two single-storey hard-structure accommodation buildings consisting of 20 accommodation units and the two two-storey buildings, which include 79 accommodation units with a basement as a safe haven, are expected to yield an additional 136 accommodation units, increasing gradually the accommodations from 205 spaces in July 2016 to 262 spaces by October 2016 and to 341 spaces by June 2017. In addition to the ongoing construction projects, the upgrading of the electrical network, the storm water drainage system and the information and communications technology system infrastructure networks are under execution and are expected to be completed by December 2016.

269. The construction of an additional three-storey building with 116 accommodation units, underground parking and a safe haven is expected to increase the accommodations from 341 spaces to 457 spaces. It is in the bidding process, and completion is planned by May 2018.

270. The construction of a four-storey office building with 250 offices, underground parking and a safe haven, and rooftop helicopter landing zone is under the planning stage. The additional building, planned for completion in January 2019, will increase the office space from 600 offices to 850 offices. Further projects, including security enhancements, the upgrading of the fire alarm and detection system, the development of internal roads and the landscaping and refurbishment of existing offices, remain in the planning stages.

Annex I

Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions

Brief description of the recommendation	*Action taken to implement the recommendation*
Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council - Eleventh report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for the biennium 2016-2017 (A/70/7/Add.10)	
The Advisory Committee has questioned the repeated transfer of functions back and forth between Afghanistan, Iraq and Kuwait within a relatively short period of time based on a variety of different arguments and with financial implications arising from each transfer. The Committee recalls its previous concerns with respect to the lack of clarity with regard to the structures, functions and capacity of the UNAMA and UNAMI support offices in Kuwait and the Kuwait Joint Support Office. The Committee notes the information provided by the Secretary-General on the costs and benefits of the Kuwait Joint Support Office since its establishment. The Committee is of the view that an independent verification and review of the full costs and benefits, both qualitative and quantitative, of the Support Office would be useful and intends to request the Board of Auditors to undertake such a review (para. 58).	The independent verification and review is under discussion in the Department of Field Support.
The Advisory Committee was also informed upon enquiry that during the first half of 2016, the Support Office would evaluate its staffing requirements as a result of the deployment of Umoja. To the extent that there would be further changes in staffing, these would be presented as part of the 2017 budget proposals for the client missions of the Support Office. **The Committee expects that the Secretary-General will provide information in the budget proposal for 2017 on the result of the staffing requirement evaluation of the Support Office to be undertaken during the first half of 2016** (para. 60).	The outcome of the review resulted in the reduction in the staffing levels contributed by UNAMA and UNAMI and have been reflected in the budget proposal of the missions for 2017.

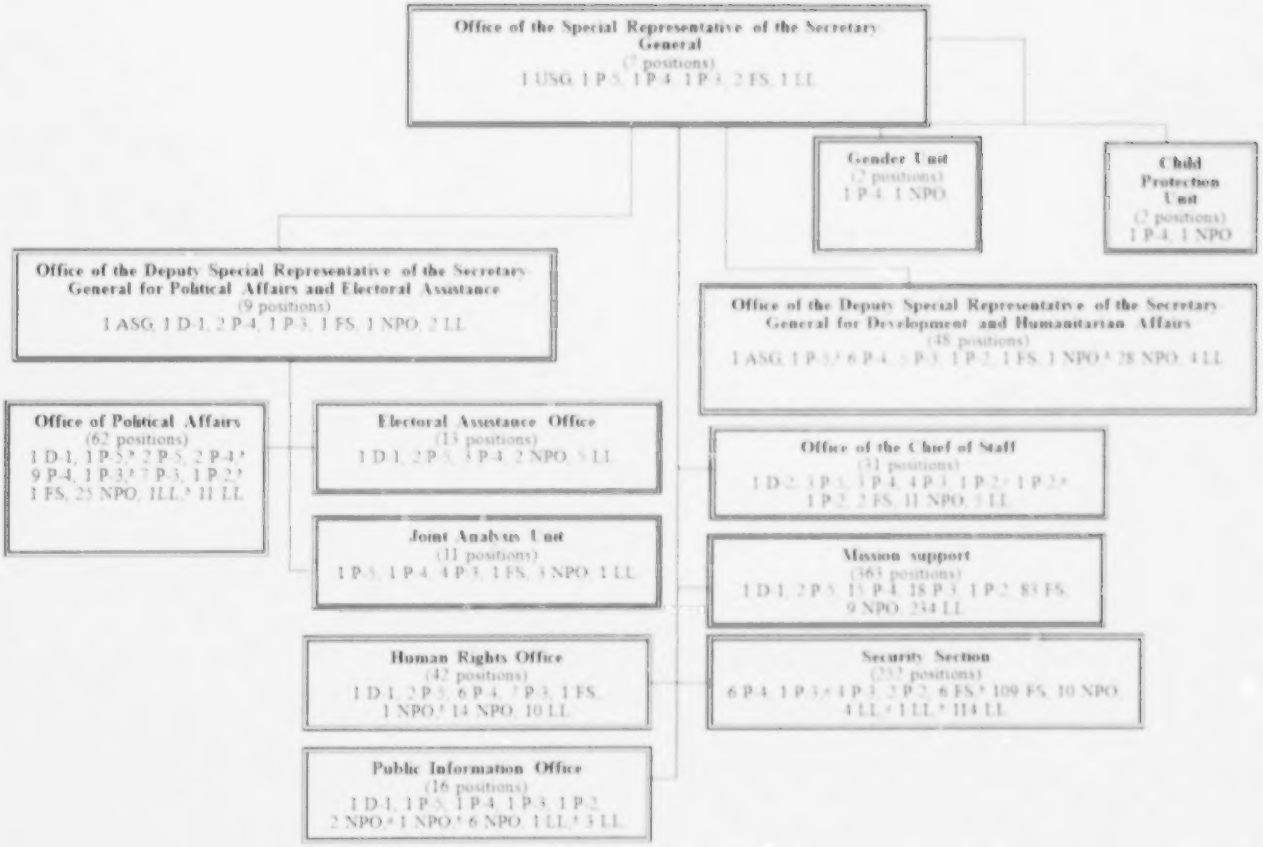
Brief description of the recommendation	*Action taken to implement the recommendation*
Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council United Nations Assistance Mission for Iraq — Sixteenth report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for the biennium 2016-2017	
(A/70/7/Add.15)	
As a general principle, the Advisory Committee reiterates its overall view that all vacant positions should be filled expeditiously. Otherwise, they should be rejustified or proposed for abolishment (para. 18).	Thirteen positions that have been vacant for more than 18 months have been recommended for abolishment.
The Advisory Committee reiterates its recommendation that the General Assembly encourage the Secretary-General to undertake more robust efforts to strengthen the Mission's national staffing complement, whenever appropriate, by nationalizing positions, considering the availability of qualified individuals in the local labour market (para. 19).	There has been increased emphasis on the recruitment of national staff by the Mission, resulting in a lower vacancy rate for the General Service staff. The Mission is also working to fill National Professional Officer positions at an increased rate. Positions will be nationalized as more skills become available in the local labour market.
The Secretary-General proposes the merging of the Acquisition Management Section into the Central Warehouse Section, thus consolidating the processes of planning, acquisition of life support and major supply items, warehousing and inventory, and asset management. Upon enquiry, the Advisory Committee was informed that merging the functions of those two sections would enhance staffing and operational efficiencies by reducing the number of staff carrying out similar functions and by synchronizing the acquisition process with the warehouse storage and issuance function. **The Advisory Committee welcomes the consolidation of similar or overlapping functions and looks forward to receiving in the next report of the Secretary-General information on efficiencies achieved and lessons learned. The Committee considers that the operations of other special political missions may also benefit from a similar consolidation of functions, where appropriate** (paras. 20 and 21).	Information on efficiencies achieved and lessons learned as a result of merging section functions is under discussion in the Department of Field Support.
The Advisory Committee recommends that the General Assembly request the Secretary-General to commission the Office of Internal Oversight Services to include an operational audit of UNAMI air operations in the course of its audit programme for 2016 (para. 23).	The operational audit of UNAMI air operations is under discussion in the Department of Field Support.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee encourages the Secretary-General to continue the efforts to secure further voluntary contributions in support of the construction and renovation requirements for the United Nations Integrated Compound in Baghdad (para. 29).	The current contribution of $50.8 million for the construction and renovation requirements for the United Nations Integrated Compound in Baghdad is sufficient at this time. Of the $50.8 million received, $28.2 million has been allotted for the various construction projects in 2016 and another $18.9 million has been allotted for 2017, leaving a balance of $3.7 million.

Annex II

Organization charts for 2017

A. Substantive offices


Office of the Special Representative of the Secretary-General
(7 positions)
1 USG, 1 P-5, 1 P-4, 1 P-3, 2 FS, 1 LL
Gender Unit
(2 positions)
1 P-4, 1 NPO
Child Protection Unit
(2 positions)
1 P-4, 1 NPO
Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance
(9 positions)
1 ASG, 1 D-1, 2 P-4, 1 P-3, 1 FS, 1 NPO, 2 LL
Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs
(48 positions)
1 ASG, 1 P-5,[a] 6 P-4, 5 P-3, 1 P-2, 1 FS, 1 NPO,[b] 28 NPO, 4 LL
Office of Political Affairs
(62 positions)
1 D-1, 1 P-5,[a] 2 P-5, 2 P-4,[a] 9 P-4, 1 P-3,[b] 7 P-3, 1 P-2,[a] 1 FS, 25 NPO, 1LL,[b] 11 LL
Electoral Assistance Office
(13 positions)
1 D-1, 2 P-5, 3 P-4, 2 NPO, 5 LL
Office of the Chief of Staff
(31 positions)
1 D-2, 3 P-5, 3 P-4, 4 P-3, 1 P-2,[a] 1 P-2,[b] 1 P-2, 2 FS, 11 NPO, 5 LL
Joint Analysis Unit
(11 positions)
1 P-5, 1 P-4, 4 P-3, 1 FS, 3 NPO, 1 LL
Mission support
(363 positions)
1 D-1, 2 P-5, 15 P-4, 18 P-3, 1 P-2, 83 FS, 9 NPO, 234 LL
Human Rights Office
(42 positions)
1 D-1, 2 P-5, 6 P-4, 7 P-3, 1 FS, 1 NPO,[b] 14 NPO, 10 LL
Security Section
(232 positions)
6 P-4, 1 P-3,[a] 1 P-3, 2 P-2, 6 FS,[b] 109 FS, 10 NPO, 4 LL,[a] 1 LL,[b] 114 LL
Public Information Office
(16 positions)
1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 P-2, 2 NPO,[a] 1 NPO,[b] 6 NPO, 1 LL,[b] 3 LL

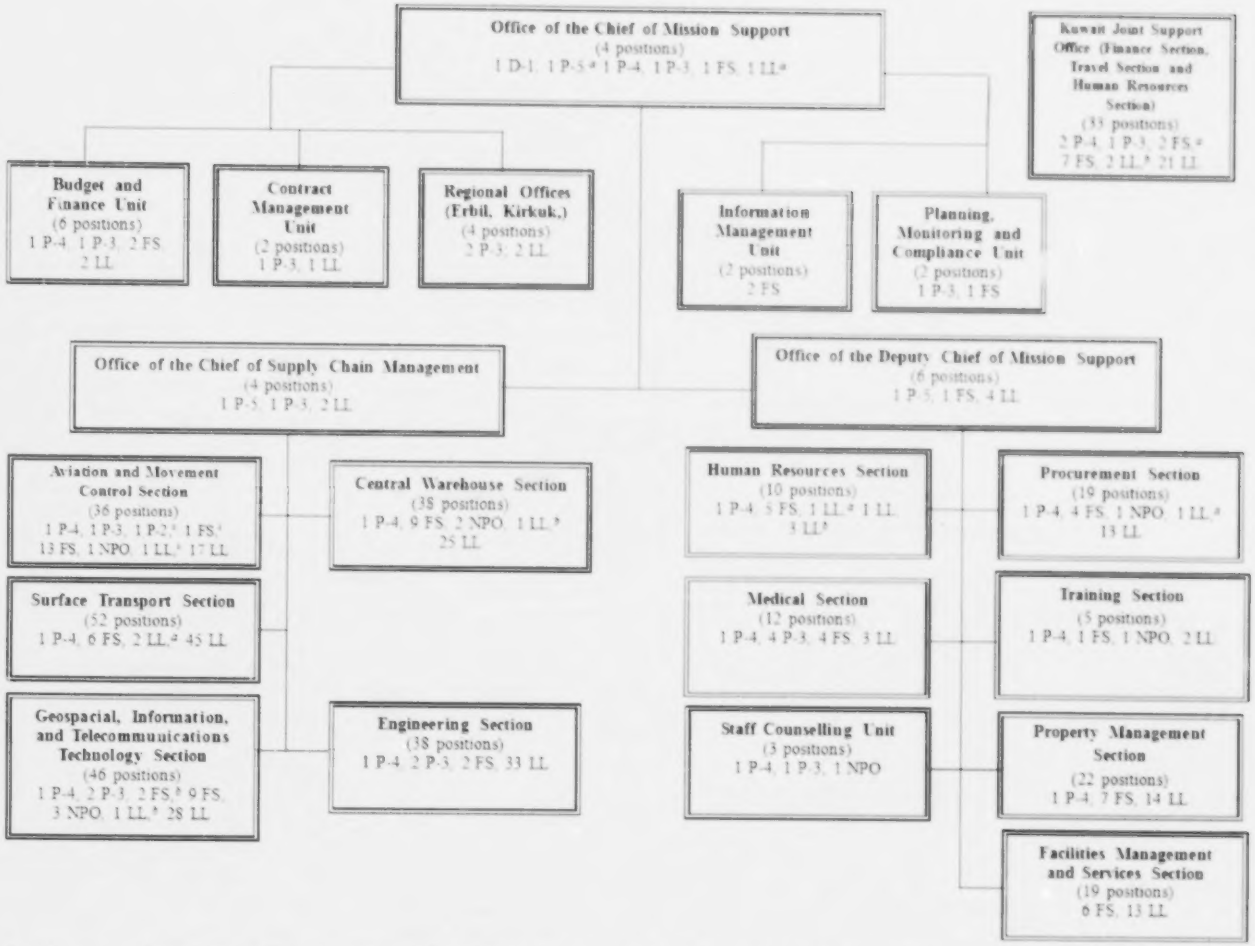
Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General

[a] Abolishment.

[b] Redeployment.

[c] Establishment.

B. Administrative offices


Office of the Chief of Mission Support
(4 positions)
1 D-1, 1 P-5 [a] 1 P-4, 1 P-3, 1 FS, 1 LL [a]
Kuwait Joint Support Office (Finance Section, Travel Section and Human Resources Section)
(33 positions)
2 P-4, 1 P-3, 2 FS [a] 7 FS, 2 LL [b] 21 LL
Budget and Finance Unit
(6 positions)
1 P-4, 1 P-3, 2 FS, 2 LL
Contract Management Unit
(2 positions)
1 P-3, 1 LL
Regional Offices (Erbil, Kirkuk,)
(4 positions)
2 P-3, 2 LL
Information Management Unit
(2 positions)
2 FS
Planning, Monitoring and Compliance Unit
(2 positions)
1 P-3, 1 FS
Office of the Chief of Supply Chain Management
(4 positions)
1 P-5, 1 P-3, 2 LL
Office of the Deputy Chief of Mission Support
(6 positions)
1 P-5, 1 FS, 4 LL
Aviation and Movement Control Section
(36 positions)
1 P-4, 1 P-3, 1 P-2 [b] 1 FS [b] 13 FS, 1 NPO, 1 LL [b] 17 LL
Central Warehouse Section
(38 positions)
1 P-4, 9 FS, 2 NPO, 1 LL [b] 25 LL
Surface Transport Section
(52 positions)
1 P-4, 6 FS, 2 LL [a] 45 LL
Geospacial, Information, and Telecommunications Technology Section
(46 positions)
1 P-4, 2 P-3, 2 FS [b] 9 FS, 3 NPO, 1 LL [b] 28 LL
Engineering Section
(38 positions)
1 P-4, 2 P-3, 2 FS, 33 LL
Human Resources Section
(10 positions)
1 P-4, 5 FS, 1 LL [a] 1 LL [b] 3 LL [b]
Procurement Section
(19 positions)
1 P-4, 4 FS, 1 NPO, 1 LL [a] 13 LL
Medical Section
(12 positions)
1 P-4, 4 P-3, 4 FS, 3 LL
Training Section
(5 positions)
1 P-4, 1 FS, 1 NPO, 2 LL
Staff Counselling Unit
(3 positions)
1 P-4, 1 P-3, 1 NPO
Property Management Section
(22 positions)
1 P-4, 7 FS, 14 LL
Facilities Management and Services Section
(19 positions)
6 FS, 13 LL

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

[a] Abolishment.

[b] Redeployment.